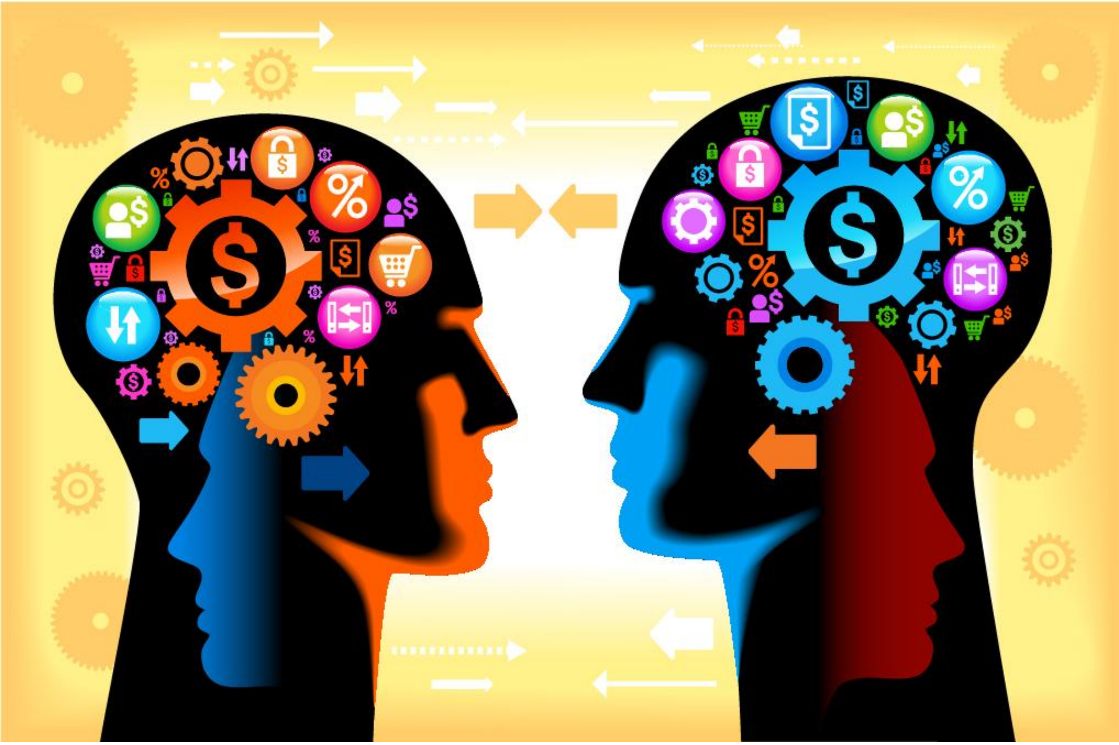
Blueprint for an iBPMS competence center

Leverage the transformational power of intelligent Business Process Management Suites and accelerate intelligent business operations



2014

Thei Geurts
Theo Tan

Blueprint for an iBPMS competence center

Leverage the transformational power of intelligent Business Process Management Suites and accelerate intelligent business operations

Thei Geurts and Theo Tan

July 1st, 2014

Copyright © 2014 by Thei Geurts and Theo Tan.

ISBN 978-1-291-93507-3

Distributed by Lulu

All rights reserved. Nothing in this publication may be duplicated, published or transmitted, using any means or in any form whatsoever, without the permission of the authors.

TABLE OF CONTENTS

Introduction 3

Summary 5

1 Rise of the intelligent enterprise 7

2 Intelligent Business Process Management Suites 16

3 The iBPMS competence center 24

4 Strategic view 32

5 Tactical view 44

6 Operational view 62

7 Roll out 78

8 How can suppliers support you? 92

Appendix A : Value Chain Functions 96

Appendix B : Products and Services 106

References 123

About the authors 127

INTRODUCTION

More and more businesses that need to innovate and transform their business processes choose to implement an intelligent Business Process Management Suite (iBPMS).

They are then facing the challenges to absorb the change that a new way of working and new technology brings.

In this paper we present the iBPMS competence center as an answer to these challenges. The center supports the implementation and use of software applications and solutions that are built on the products of an intelligent Business Process Management Suite.

The paper offers a blueprint and roll out model for establishing an iBPMS competence center. It aims to provide insight in the reason, positioning and essence of the center and an overview of its products and services.

The structure of the paper is as follows.

- The first two pages offer a management summary.
- Chapter 1 introduces the intelligent enterprise and the role that intelligent business operations and business process management play in this context.
- Chapter 2 offers an introduction to what an intelligent Business Process Management Suite is and in which business environment it is situated.
- Chapter 3 introduces the iBPMS competence center and its objective, role, responsibilities, scope and benefits.

- Chapters 4 to 6 explore some strategic, tactical and operational views on the positioning and use of the iBPMS competence center.
- Chapter 7 offers an overview of the roll out phases and scenarios.
- Chapter 8 concludes with the way suppliers can assist customers in setting up an iBPMS competence center.
- The appendices offer an extensive list of functions in the integrated value chain (Appendix A) and the catalogue of products and services of the iBPMS competence center (Appendix B).
- The reference pages offer a limitative list of interesting publications that are used to write this paper.

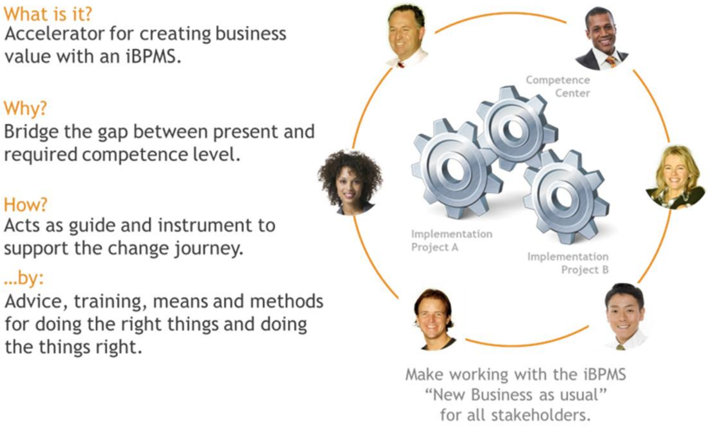
Implementing an iBPMS is a tough challenge for an organization, especially in knowledge intensive and highly regulated sectors.

The authors - both seasoned experts in the business, knowledge management and innovation domain - provide practical insights based on lessons learned to implement an iBPMS in public and private sector organizations.

SUMMARY

Organizations in the public and private sector choose a business process management platform for realizing strategic goals. Depending on the complexity of their needs and their capabilities they select a less or a more advanced technology suite to face the challenges of business process innovation.

Implementing an intelligent Business Process Management Suite (iBPMS) is the toughest challenge for an organization, especially in knowledge intensive and highly regulated sectors. However, it also brings the best and most sustainable benefits. Establishing an iBPMS competence center is a means to ease and facilitate the transition path.



What is it?
Accelerator for creating business value with an iBPMS.

Why?
Bridge the gap between present and required competence level.

How?
Acts as guide and instrument to support the change journey.

...by:
Advice, training, means and methods for doing the right things and doing the things right.

Make working with the iBPMS "New Business as usual" for all stakeholders.

Figure 1 : The iBPMS competence center

The iBPMS competence center provides advice, training, means and methods to enable better coherence, quality and continuous improvement in the integrated value chain. Thus being the accelerator for creating business value.

The center is focused on closing the competence level gaps of an organization that wants to create business value with the selected business process management platform. The way it fulfills its role is situation dependent. Its main role is to guide the transition from an old situation to a new situation that is supported by iBPMS concepts, tooling, and methods. It has therefore a facilitating role.

We position the center in close neighborhood of an implementation project, although with room to operate in the broader organizational business context.

July 1st, 2014

Thei Geurts

Theo Tan

1 RISE OF THE INTELLIGENT ENTERPRISE

1.1 INTRODUCTION

Business continuity is at stake for many organizations in the public and private domain. The pace of change and increasing complexity makes it extremely hard for organizations to sustain business value and assure survival. All public and private organizations experience in their own way the consequences of the fundamental shift that has taken place from a manufacturing paradigm to a services, information and hybrid economy. The manufacturing economy was dominated by transactions, while the new economy is based on interactions. A shift to a new digital enterprise operating model is happening. However, patterns of the old paradigm still dominate our organizations. Becoming an organization that relies on interactions is difficult due to its current (hierarchal) command & control structure, and cultural obstacles.

1.2 MAKING DECISIONS IN AN ERA OF HYPER COMPLEXITY

It is inevitable that enterprises, both public and private, need to become more intelligent to overcome the challenges of the 21st century. They are facing increasing complexity, as a consequence of global competition, severe cost pressure, demanding stakeholders, constant change and uncertainty. Everything is somehow intertwined.

It becomes more and more clear that the isolated traditional approaches don’t work anymore. It is a systemic challenge that requires a systemic approach. Having an appropriate answer to the challenges gradually becomes mission critical. Having no answer leads to a significant reduction in business return, both in financial and in efficiency terms, and to a sudden or gradually erosion of the position in the value chain.

Complexity is often abused to argue why organizations cannot keep up with the pace of change and become full-hearted engaged in business transformation initiatives. It is indeed a fact that organizations stand out by the way they handle complexity. Organizations that try to reduce complexity will find out that it cannot be reduced. Complexity is a natural phenomenon. However, there is a difference between what is complex and what is complicated. ‘Complicated’ is the undesirable result of what we create ourselves, such as complicated systems, processes or organizations. In short, what can be reduced is the complicated nature of business processes – by introducing new systems and better processes, but not complexity itself.

Consequently, instead of fighting complexity, organizations should embrace it. However, not all complexity is the same. There are three aspects of complexity; dynamic, social and emerging.

Dynamic complexity describes matters in both depth and breadth. When a subject requires extensive explanation, it is complex in terms of depth. When a subject is multifaceted, it is complex in terms of breadth. Moreover, the rules change continuously, which makes it hard to keep up with reality. *Social complexity* arises when there are many interactions with a fast-changing environment. For instance, business operations usually involve multiple stakeholders, each having different, changing and sometimes conflicting requirements. *Emerging complexity* is characterized by disruptive change and the uncertainty that these disruptions create. Organizations which are unable to deal with uncertainty risk being outperformed by new entrants and existing competitors.

Only an intelligent enterprise can deal with this kind of hyper complexity.

1.3 THE 'THREE IN ONE' ENTERPRISE

Enterprises are due to become high performing, social and 'future resistant' (or antifragile as Nashim Taleb calls it) at the same time. They have to find a constant equilibrium between social network engagement, process fluidity and business plasticity. Building, applying and capitalizing on intelligence in all three dimensions must be of the most important things to do.

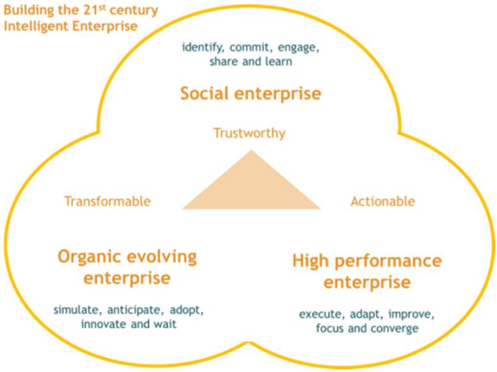

Building the 21st century
Intelligent Enterprise
identify, commit, engage, share and learn
Social enterprise
Trustworthy
Transformable
Actionable
Organic evolving enterprise
simulate, anticipate, adopt, innovate and wait
High performance enterprise
execute, adapt, improve, focus and converge

Figure 2 : The three corner stones of the intelligent enterprise

Ultimately intelligent enterprises will survive the struggle for life. Intelligent enterprises are ‘three in one’: social enterprise, high performance enterprise and organic evolving enterprise at the same time. They have important characteristics like:

- They are and remain trustworthy in the interaction with all stakeholders.
- They are not only customer centric but all-stakeholder centric without any reserve.
- They are and remain actionable in the way they govern and execute their processes and take informed decisions.
- They assimilate frequent change and continuous improvement as part of the life stream.
- They are and remain transformable in the way they act on foreseen and unforeseen events and are able to anticipate the unexpected.
- They constantly innovate their products, services and even their business model.

Consequently organizations must embed both business change and business transformation in their processes. These concepts are positioned on a gliding scale and intelligent processes make it possible to support both endeavors.

1.4 NEED FOR INTELLIGENT BUSINESS OPERATIONS

Traditional approaches to business process improvement often restrict change, which according to industry watchers has led to a backlash against business process improvement (BPI) and business process management (BPM) techniques.

However, Gartner for instance argues that now the combined Nexus of Forces (mobile, social, cloud and big data) — together with the Internet of Things, globalization and regulation — is creating a business and technology environment in which constant and unanticipated change is the norm. Gartner introduces the concept of 'business moments' as a next level of digital re-invention that enables organizations to compete with unprecedented business velocity and agility. These moments are described as '*transient opportunities which are exploited dynamically*'. They can come from nowhere, yet are increasingly everywhere, and are almost never the same in product, time frame or competitor.

Traditional approaches to process improvement stifle the process innovation and variation needed to respond dynamically to business moments. Intelligent business processes are needed to compress the 'insight-to-action' cycle time from days to minutes, so these transient business moments can be exploited when they occur. To enable this, business operations must be supported along the entire scale from automated to human decision making.

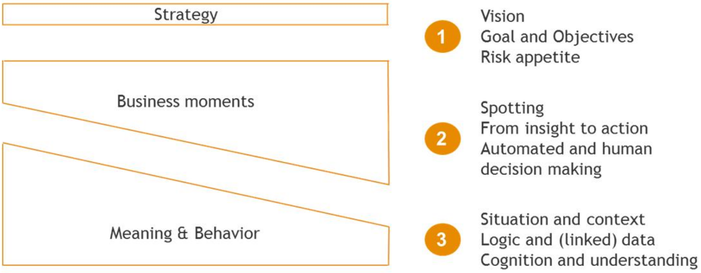


Figure 3 : Business moments in context

It goes without saying that the operations must fit within the business strategy, even if an enterprise evolves to a state of continuous strategizing.

The question is ‘*How to deliver fundamental change into the organization by using process*’. Context sensitive self-adjusting processes are needed that support the adaptability spectrum of work, from:

- the structured to the unstructured,
- the static to the dynamic,
- the repetitive to the emergent,
- the real time to the predictive.

Constraint based processes are pre-eminently an example of intelligent business processes that enable business operations to handle every case as unique and yet pick the fruits of mass customization. Instead of having to deal with exceptions to the rule, the exception becomes the rule. The context of the case solely indicates which activities are required in order for the case to be completed. There is no predetermined sequence or set of activities that needs to be completed; there are no unnecessary steps. Even more, predictive analytic capabilities can alert workers that a business moment is about to occur, and guide them on the best next action to take in the context of a particular customer's expectations.

Business moment, business process, and business model interact dynamically in the intelligent business operations of the 21st century intelligent enterprise.

1.5 SUPPORT BY BPM TECHNOLOGY

Intelligent business operations need to be supported by the appropriate information technology. On the technological side, enterprises move to the implementation of some kind of business process management (BPM) technology. BPM technology is an umbrella term for the software tools and platforms, and associated services that organizations use to help them implement BPM initiatives.

According to Nathaniel Palmer, a well-known author and consultant in BPM circles, is Business Process Management "*a discipline involving any combination of modeling, automation, execution, control, measurement and optimization of business activity flows, in support of enterprise goals, spanning systems, employees, customers and partners within and beyond the enterprise boundaries*."

Gartner speaks in this context about enabling technology for '*digitized business'*.

There are several ways to position BPM platforms. In the next section we quote Gartner (G00248339). A BPM platform consists of BPM technologies with certain functionality, regardless of whether those characteristics are delivered via Platform as a Service (PaaS) or as an on-premises product.

A BPM platform must meet the following criteria:

- Uses a metadata-driven, model-driven approach to drive solution behavior,
- Includes a graphical business process and/or rule modeling capability, in which the models represent

the behavior of business processes and/or business rules,
- Includes a process registry/repository to handle the modeling metadata,
- Includes a process execution and state management engine and/or a rule engine.

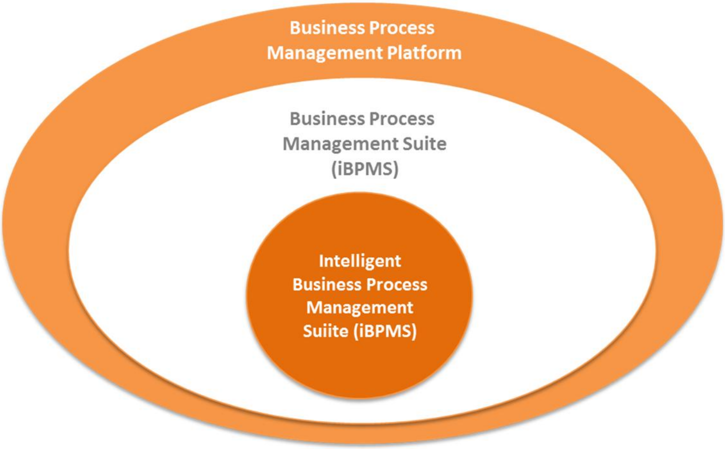


Figure 4 : Relationship between different types of BPM technologies

The BPM platform is a superset category of BPM technologies. It can include the minimal capabilities mentioned above. It can also encompass more sophisticated offerings, such as a business process management suite (BPMS) or an intelligent Business Process Management Suite (iBPMS).

Many early BPM vendors offered sound technologies for process management, but these technologies worked in isolation from the other systems, applications and information sources. Nowadays we see in the market an increased need for intelligent Business Process Management Suites because modern BPM is focusing much more on complex dynamic processes and an integrated approach of resources. The focus is shifting from cost and efficiency towards effectiveness. Co-ordination of work, applying and sharing knowledge and insights, analytics and prediction become all part of the equation.

Processes need to be relevant for the business and help to transform the business. This blurs the boundaries between management and operations domains. Selecting an iBPMS helps to address not only the technological side but also the organizational side of transformational change and closing the gap between strategy and execution.

In the following chapter we focus on the intelligent Business Process Management Suites.

2 INTELLIGENT BUSINESS PROCESS MANAGEMENT SUITES

2.1 INTRODUCTION

The intelligent Business Process Management Suite (iBPMS) is a new generation of BPMS enhanced with machine and human intelligence. It is an emerging BPM technology that helps to meet the need of intelligent business operations. The iBPMS expands on the traditional BPMS by adding new functionality to support intelligent business operations, such as real-time business intelligence, complex event processing, deep human collaboration and mobility.

An iBPMS is a transformational tool for business – it is about managing the sophisticated coordination of work at scale (quote: MWD Advisors, 2013).

2.2 COMPONENTS

According to the definition of Gartner is an iBPMS *'a complete set of integrated composition technologies for managing all aspects of process — people, machines, information, business rules and policies — supporting a full process discovery, analysis, design, development, execution, monitoring and optimization cycle, in which business professionals and IT collaborate as peers'*.

An iBPMS uses explicit process models, rules and goals to coordinate the interactions among people, systems and content as equally important aspects of work.

At the heart of the suite is a process orchestration engine that interacts with all components and drives the progression of work in structured and unstructured processes or cases.

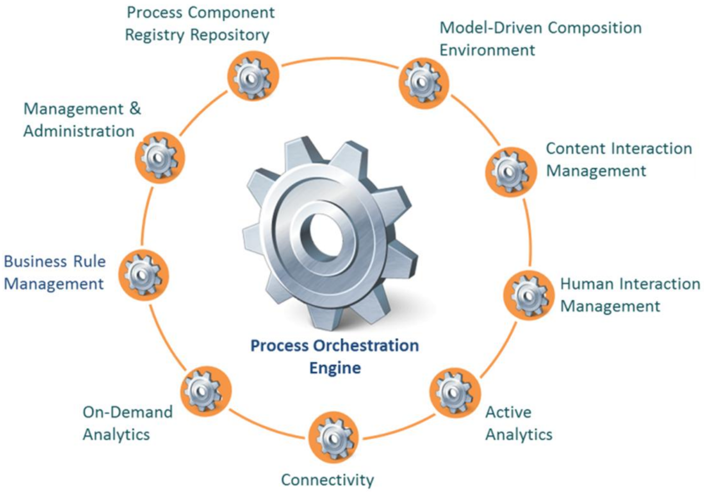

Process Component Registry Repository
Model-Driven Composition Environment
Management & Administration
Content Interaction Management
Business Rule Management
Human Interaction Management
Process Orchestration Engine
On-Demand Analytics
Active Analytics
Connectivity

Figure 5 : Core components of an iBPMS (source: Gartner)

The core capabilities / components are:

- A model-driven composition environment for designing processes and their supporting activities and process artifacts.
- Content interaction management to support the progression of work, especially cases, based on changes in the content itself (such as documents, images and audio).
- Human interaction management to enable people to naturally interact with the processes they are involved in.

- Connectivity to link processes to the resources they control, such as people, systems, data, event streams, goals and key performance indicators (KPIs).
- Active analytics (sometimes called continuous intelligence) for monitoring activity progress, and analyzing activities and changes in and around processes.
- On-demand analytics to provide decision support or decision automation using predictive analytics or optimization technology.
- Business rule management to guide and implement process agility and ensure compliance.
- Management and administration to monitor and adjust the technical aspects of the iBPMS.
- A process component registry/repository for process component leverage and reuse.

For more information on the expanded functionality required by an iBPMS within each of these 10 core capabilities, see "Selection Criteria Details for Intelligent Business Process Management Suites" by Gartner. Another source for BPM requirements are for instance the publications of MWD Advisors.

2.3 VARIANCES

Not every suite is the same. Depending on their origin and vision they can differ substantially. Some originate from traditional content management; others come from workflow management or e.g. rule management. Some are offered by pure players, others by stack providers.

Organizations must select the unique buying points that are relevant for their situation and be aware that the same concept name (e.g. goal driven) and technological component may have a different meaning and impact depending on the vendor and product.

Not all business processes are created equal. Some are very stable and predictable; some are unstable, dynamic and emergent.

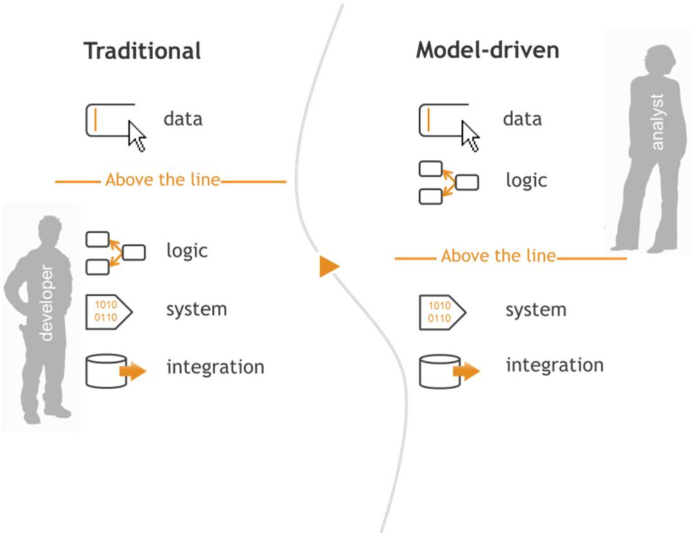


Figure 6 : Above the line

Well defined suites solve the problem that business logic is deeply hidden in the system and only can be adapted by means of expensive adaptations of standard functionality. The current restrictions on current business applications are largely caused by mixing application code and business logic.

Instead, new BPM technology lifts business logic above the line in terms of both technology and methodology. By moving business logic above the line, many business/IT alignment problems are solved. Business is in charge of agility, IT is in charge of stability.

The new iBPMS generation is often (re)built from scratch on and is completely model, event and goal-driven, and preferable based on the latest semantic technologies. In a world of semantically rich linked data, also process must possess semantic capabilities to exploit business moments to their maximum. Meaning is the sweet spot of the intelligent enterprise (see: Playing Jazz in the GRC Club).

New suites also focus more than the traditional process management suites on supporting operational decisions, which are emerging as a critical element in successful organizations. Operational decisions are the day-to-day decisions taken by organizations as they run their business: the eligibility, pricing, risk and marketing decisions that drive transactions and customer interaction.

Orchestration goes hand by hand with governance, monitoring, assessment, reporting, and visualization and simulation capabilities. Adaptability and adaptation in pre time (before an event is happening), real time and near time become critical differentiators in a completive environment that need to be supported by an iBPMS.

2.4 BUSINESS ENVIRONMENT AND SOLUTIONS

A standard iBPMS based solution is positioned in a dynamic business environment in which:

- Strategy is impacted by a volatile environment.
- Knowledge intensive tasks are performed.
- Cases have to be handled.
- Decisions have to be made.
- Events and new information change the course of action.
- Interactions and transactions have to be supported.
- Rules and regulations are omnipresent.

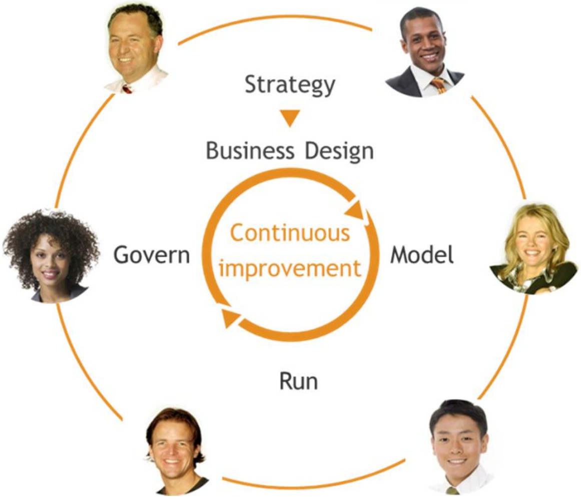


Figure 7 : Process Environment

Solutions based on an iBPMS have in general the following characteristics.

They:

- are model and goal driven, based on dynamic activities and situational awareness;
- make knowledge and rules actionable;
- are extremely adaptive;
- are self-adapting;
- apply a business and human centric approach (instead of a traditional system centric approach);
- are based on semantic technology (which is a new element in the existing infrastructure and approach);
- foster iteration, feedback and continuous growth instead of a one-off big bang approach;
- depend on a collaborative approach from Business and IT (in which roles and responsibilities are redefined) .

2.5 FIT FOR EVERY AMBITION LEVEL

Organizations choose an iBPMS for a variety of goals, depending on their ambition level and organizational development strategy.

Some may start with a solution that is focused on efficiency or effectiveness improvement and grow from there to a transformational stage.
Others may remain focused on solving only a specific type of challenge, like improving their straight through processing (STP) rate or establishing a Single Point of Contact.

Organizations using an intelligent Business process management suite to its fullest extend can enjoy significant quantitative and qualitative benefits.

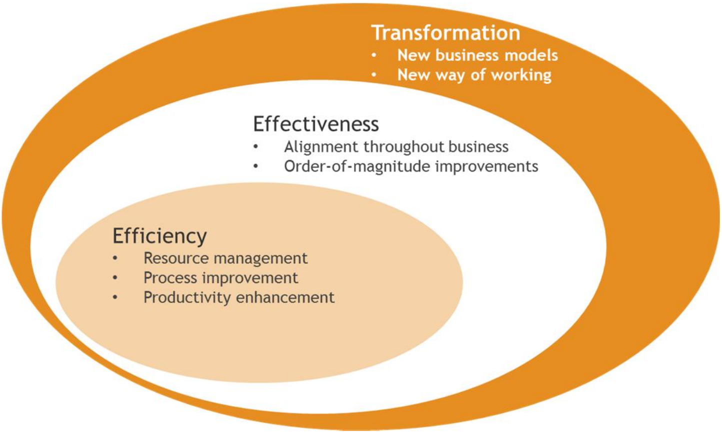


Figure 8 : Ambition levels

It is however a fact that all mentioned iBPMS characteristics have an impact on the required competence level of an organization that wants to benefit from the implementation of an iBPMS.

3 THE iBPMS COMPETENCE CENTER

3.1 INTRODUCTION

Many businesses are faced with the challenge to absorb the change that a new way of working and new technology brings. They find it hard to realize the envisioned business case. Obstacles may be caused by lack of business commitment, difficulties in strategy execution, a continuous changing environment and (post-) project shortcomings. Practice has shown that using a competence center helps to overcome these obstacles.

Competence centers are not new in business environment. There are many reasons why an organization would like to establish a competence center. Consequently there are also many different manifestations of a competence center or center of excellence as it is sometimes called. Some competence centers are focused on a specific discipline, e.g. Business Intelligence Competence Centers or Business Process Competence Centers. Others are focused on a specific product or platform, e.g. a SAP Competence Center.

The common denominator is that they all want to bundle scarce resources, promote standardization and re-use, and accelerate implementation time. However, the level in which this competence center is engaged can differ from setting direction and executing the directives as well, to only enabling functions like guiding, coaching, training or auditing, and combinations of these functions.

Organizations in the public and private sector choose a business process management platform for realizing their strategic goals. More mature organizations are more likely to choose an iBPMS. It is essential that in-house competences are in place in order to reap the full benefits from the iBPMS technology. An iBPMS competence center helps to achieve this ambition.

This publication focusses on the characteristics and implementation of such an iBPMS competence center. It may be obvious that there is a level of overlap with BPMS or BPM competence centers, nevertheless an iBPMS competence center is a special instrument given the technology that is being used, the complexity that must be addressed and the organizational impact of implementing an iBPMS.

3.2 DEFINITION, MISSION AND GOAL

An iBPMS competence center is an actual or virtual organizational entity that guides and supports customers in the introduction, development, maintenance and evolution process of applications that are built with the iBPMS.

The mission of the iBPMS competence center is to make, as soon as possible, working with the iBPMS “New Business as usual”, by resolving competence, process and governance issues.

The goal of the competence center is to facilitate transition of an organization to the required maturity level in order to achieve and maximize success in creating business value with iBPMS based applications.

The iBPMS competence center provides transition support at three levels, which are:

- Creating organizational willingness, by
    - Evangelizing the vision
    - Educating people
- Developing organizational readiness, by
    - Developing competences and helping the organization to become self-sufficient
    - Promoting standardization and create alignment
- Enhancing organizational result orientation, by
    - Providing and assuring methods and means
    - Monitoring the business case and improve business operations using the iBPMS.

3.3 OBJECTIVE AND ROLE

The main objective of the iBPMS competence center is to act as an instrument or mechanism for the transition process by offering a structure that:

- enables organizations to make better use of the scarce expertise and skills available within the organization;
- enables organizations to exploit and leverage the experience gained from the various implementations;
- enables organizations to align the organization toward a standardized and reusable use of iBPMS components/capabilities;

- reduces risk;
- maximizes outcome and coherence;
- guides organizations towards a goal oriented transition.

By offering this structure and helping the organization to use it as a lever the iBPMS competence center supports the transitioning from the old way of working to the new way of working.

The role of the iBPMS competence center is to help to bridge the gap between the present and required competence level for realizing business ambitions.

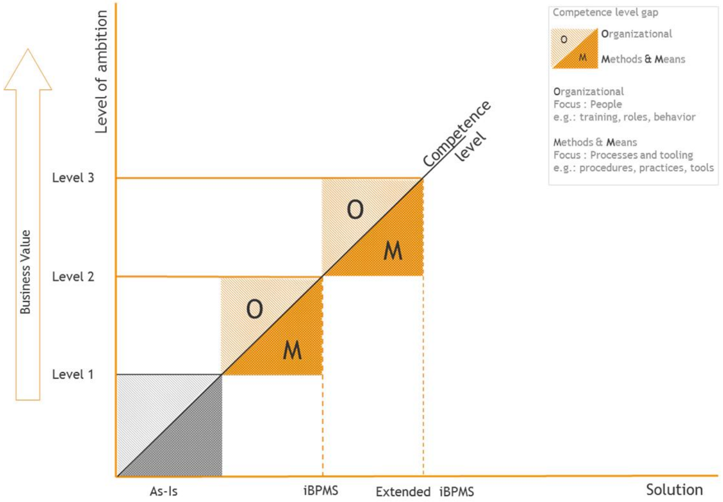


Figure 9 : Business value = level of ambition + solution + level of competence

The competence level comprises Organizational and

Methods & Means related competences. Organizational competences are people-related. They are focused on aspects like training, roles and behavior. Methods and Means related competences focus on processes and tooling. Examples are procedures, practices, templates, modeling and analyzing tools.

3.4 RESPONSIBILITIES

An iBPMS competence center is an important mechanism to coordinate iBPMS related initiatives and perpetuates the benefits throughout the organization.

It has responsibilities at different levels:

- Strategic:
    - to translate the strategic, customer-value view of the organization to the iBPMS;
    - to facilitate the continuous improvement of business processes with the iBPMS;
    - to nurture innovation in process improvement with the iBPMS;
- Tactical:
    - to coordinate and align process improvement activities with the iBPMS;
    - to support change management activities associated with process improvement projects with the iBPMS;
    - to track the benefits delivered from process improvement and management initiatives;

    - to provide an internal iBPMS related research and analysis resource for the organization;
- Operational:
    - to keep methods and tools up to date, and to promote and support their use in all iBPMS specific initiatives;
    - to support the use of systems built with the iBPMS technology;
    - to provide iBPMS related training and learning facilities;
    - to harvest and share iBPMS -related knowledge and successful iBPMS related outcomes.

3.5 SCOPE

The blueprint of an iBPMS competence center is based on a set of guiding principles.

The iBPMS competence center:

1. Enables strategy to execution conversion,
2. Stimulates business-IT alignment,
3. Acts as a transition catalyst,
4. Focuses on competence aspects,
5. Supports processes end-to-end,
6. Enables continuous improvement,
7. Is a temporary Means to reach an End.

These principles will be reflected in the manifestations and functions of the competence center. However they have to be situated within a clearly defined scope.

An iBPMS competence center is focused on competence aspects that are related to choosing, implementing, maintaining and evolving iBPMS based applications. It provides the way of working to bring together expertise, experience and best practices.

The competence center facilitates in doing the right things and doing the things right, without being compromised by day-to-day project activities and choices.

In this sense an iBPMS competence center should not be regarded as being a project or program office that is responsible for implementing iBPMS based solutions.

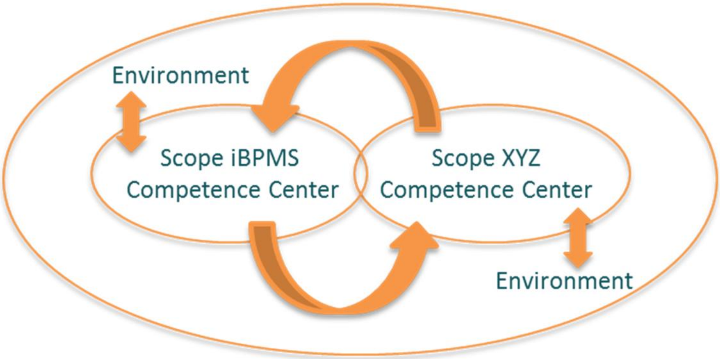


Figure 10 : Scope of the iBPMS competence center

There will be more competence center-alike units within an organization. The scope of the iBPMS competence center is restrained to the use of the iBPMS technology and related visions and methods and its direct interfaces with the environment. With interfaces we mean explicitly all sorts of interfaces (e.g. human, methodology-wise and technical) that will or may have an impact on the use of the iBPMS. Other types of support have to be fulfilled by other (internal or external) parties.

3.6 BENEFITS

Setting up a competence center generates multiple benefits related to working with the iBPMS, like:

- Adoption of vision
- Managed coherence
- Elevation and exploitation of expertise and skills
- Normalization of practices
- Acceleration of results
- Embedded quality assurance
- Evocation of opportunities

‘Evocation of opportunities’ refers to the fact that the competence center will assist in detecting and defining relationships with other enterprise wide initiatives and ambitions that may benefit from the process and products that are supported by the competence center.

4 STRATEGIC VIEW

4.1 INTRODUCTION

From a strategic viewpoint the iBPMS competence center is an instrument to achieve specific strategic goals and objectives. Often these goals and objectives are focused on the traditional triangle of process excellence, product leadership and customer intimacy. In financial terms objectives are often translated in bottom line savings, top line revenue increase and cash flow improvement.

‘More quality at lower costs’ is the permanent favorite theme in all domains. At a more specific level we see that aspects like single point of contact, integrated customer view, mass customization, process agility, active decision support, direct dialogue support, analytics and various aspects of team excellence are becoming prevalent themes.

Such goals and objectives lead to the business case for choosing an iBPMS based solution. The suite leverages capabilities to enable the execution of processes in line with the strategic objectives.

The challenge is how to put purpose into practice and how to move from the present situation to the desired new situation. That is where iBPMS competence center has a place.

4.2 SUPPORTING THE CHANGE JOURNEY

An iBPMS competence center is a Means to reach an End. The competence center guides and supports during the change journey from the present towards the ambitioned maturity level. It acts as a transition engine and catalyst for change.

Being a Means implies also that an iBPMS competence center has to be positioned as a lever to enable and accelerate transition to the desired situation. However, the competence center is not meant to stay forever. A successful competence center will have integrated its competences in the organization after fulfilling its role.

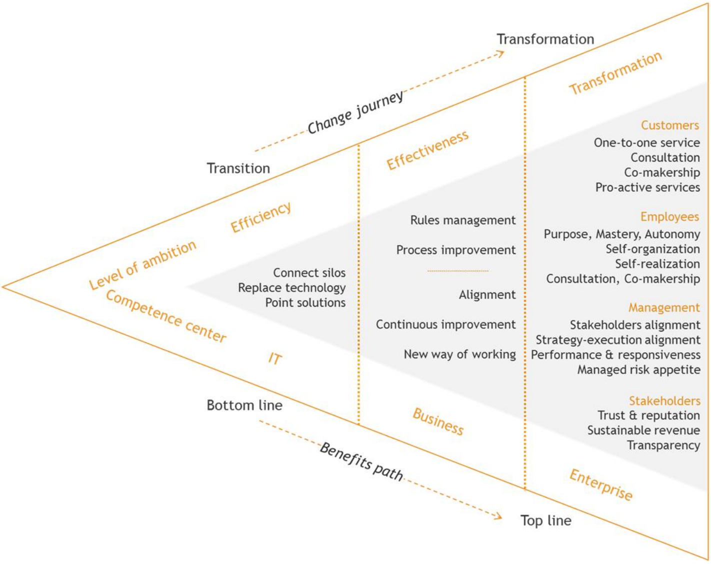


Figure 11 : Supporting the change journey

Establishing a continuous improvement process and integrating it in the organization is the outcome of the activities that are supported by the competence center. After full integration of all functions, roles and responsibilities into the organization the competence center will cease to exist. Once, having achieved the stage of ‘New Business as usual’ the organization masters all the required competences, either by itself or by orchestrating expert services.

4.3 NEW BUSINESS AS USUAL

The main function of the iBPMS competence center is to close the gap between strategy and execution in a controlled way. Reducing this gap requires that specific competences and mechanisms are in place.

Transition from ‘old to new’ is a step wise process with a series of controlled cycles. Every cycle has a clear target aiming at moderating and reducing the tension zone between strategy and execution in order to achieve a state of ‘New Business as usual’.

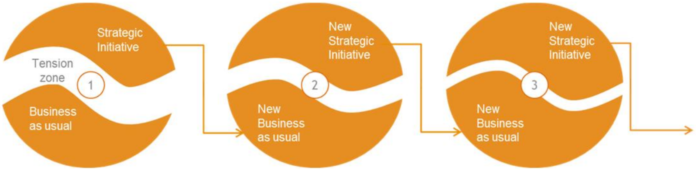


Figure 12 : Managed strategy to execution path

The series of incremental cycles is based on a ‘grow live’ approach. It starts with setting up a foundation for the domain in which a new way of working will be introduced. It expands from there in depth and breadth via a managed growth path. In the end the organization will be able to absorb new strategic initiatives in a natural way.

4.4 IN SYNC DEVELOPMENT

The blueprint for an iBPMS competence center is based on an architectural and social foundation.

The architectural foundation refers to the close relationship between the development of the center and the development of the system or solutions that are built using the intelligent Business Process Management Suite. The same approach toward methodology, phases and phase transitions is applied.

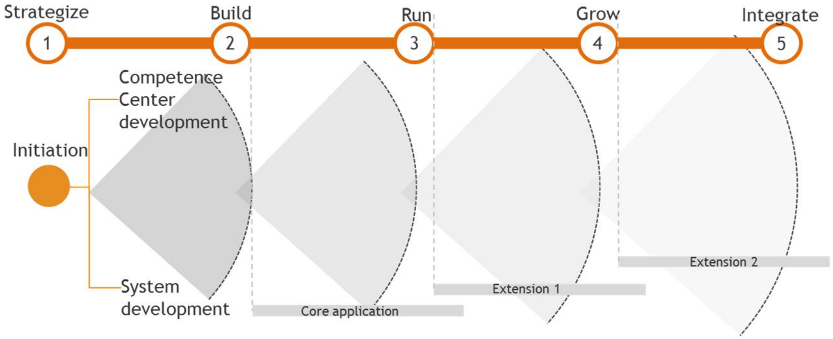


Figure 13 : Synchronized development paths

The notion of competence center development in the image refers to activities to achieve the right level of maturity and competence by addressing organizational, methods and means issues. System development refers to activities related to development, implementing and running iBPMS applications.

The social foundation of the iBPMS competence center refers to the positioning of the competence center as an aid and facilitator with a clear commitment to enable the organization to become self-supporting. Ultimately the competence center will be fully integrated in the organization. However, without the support of the organization, which it serves and a clear focus on transition impact, the competence center cannot act properly.

The relation to an iBPMS implementation project and the content of the phases will be addressed later.

4.5 GOING WITH THE FLOW

The iBPMS competence center is being used as a transient lever for transition. The competence level of an organization will increase in every cycle. In line with this increase of the competence level the role of the competence center will shift. It starts with directing and enforcing, moving on towards a more advisory and controlling role. From there its position moves to an expert group role. At the end some specific tasks may remain, but they will be integrated in the existing organization.

It goes without saying that the starting point of the competence will be situation specific. The same applies to the time that will be required to move from one phase to another. The phases are:

1. Directing and enforcing the new way of working:
    - Directing and guiding the organization.
    - Being the ambassador of the new vision.
    - Empowered to take decisions.

2. Advising and controlling the adherence to the new way of working*:*
    - Being recognized as experts and be the authority for design and standards.
    - Empowered to perform quality audits and to take corrective measures.

3. Acting as source of expertise:
    - Having integrated the competences within the organization and assigned responsibility for training and education.
    - Providing expert groups for project and business, IT and end users.
    - Exploring new opportunities.

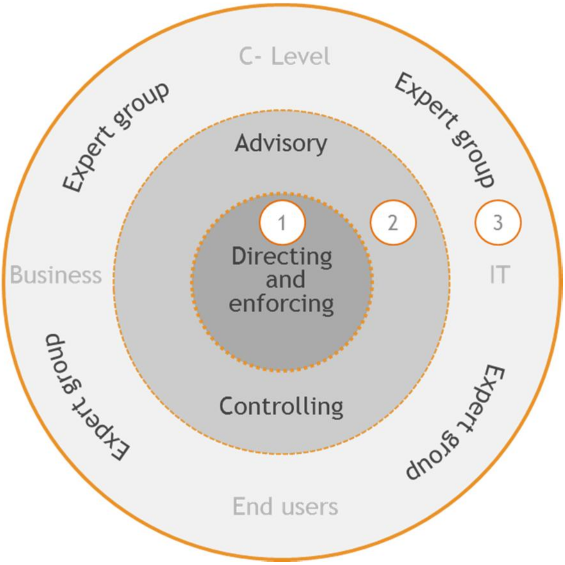


Figure 14 : Shifting roles of the iBPMS competence center

From a strategic viewpoint this requires a clear understanding of the position of the iBPMS competence center in the various phases as well as its position in relation to a Project or Program Office. This understanding should be translated in an appropriate governance and (performance) management structure. Creating an organization wide understanding should be made part of the ongoing communication track.

4.6 FACILITATING IMPLEMENTATION PROJECTS

The position of the iBPMS competence center is separated from, but in close neighborhood of the iBPMS implementation project. The competence center must be able to support multiple implementation projects.

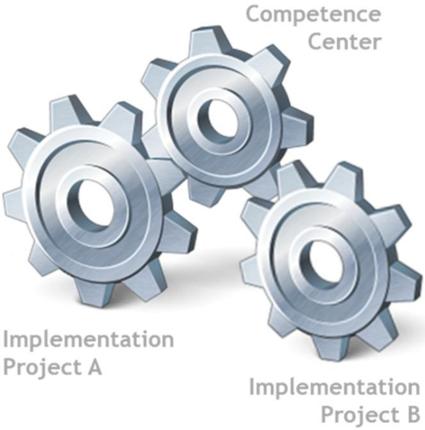


Figure 15 : Positioning in relation to iBPMS implementation projects

The competence center and the iBPMS Implementation project(s) may both be part of the same program. The task of the competence center in the project is based on its role (directing, guiding or acting as expert group).

The competence center also interacts with other parties in the organization regarding competences related aspects. The center is the focal point for expertise transfer, coordination of process improvement and process management activities. It supports the whole organization with standards, guidelines, methodologies, templates, education, project advice, and coaching. The center ensures consistent practice to achieve objectives in a timely and cost-effective manner.

Contrary to a competence center the focus of a program office lies on providing the logistic and administrative support to one or more projects.

4.7 TRANSITION WITHIN TRANSITION

As mentioned before the iBPMS competence center is a means and catalyst in a transition path. The implementation of a solution or application based on iBPMS will presumably be an important objective in the overall transition plan, because it can trigger the desired way of behavior.

However, this does not imply that the competence center should be made responsible for organizational wide transition. There is organizational transition with a capital ‘T’ that should be led by the top of the organization and may need external support of experienced transition consultants. This type of transition deals with leadership issues like organizational redesign and staff reduction.

The iBPMS competence center deals with transition with a lower case ‘t’.

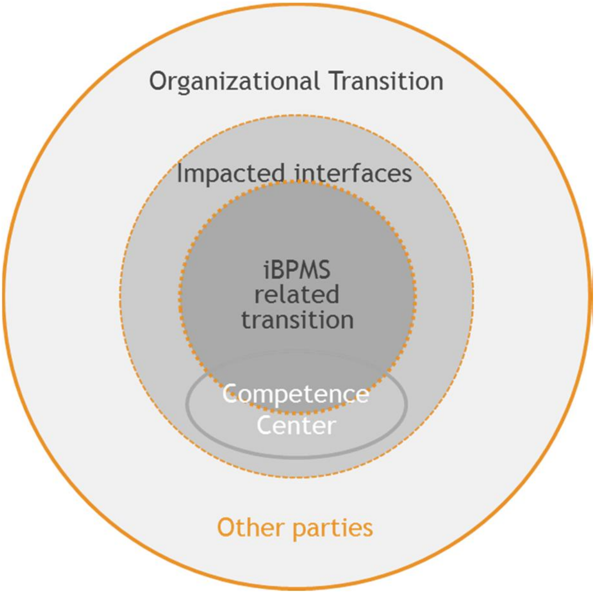


Fig 16 : Positioning to overall organization transition programs

An iBPMS competence center can be regarded as a kind of Russian Matroska puppet, facilitating a transition within the bigger transition. The facilitation is however restricted to organizational and methods and means transitions that are related to the iBPMS implementation projects and the interfaces with the overall transition program.

4.8 GOVERNANCE

As mentioned before it is the main function of the iBPMS competence center to close the gap between strategy and execution in a controlled way. This implies that the activities and results that are supported by the center and the ones that are carried out by the center must be subject to adequate governance. However, the governance capability of organizations to reliably achieve objectives is increasingly put to the test. In many cases the strategy / policy process and execution processes are not or poorly interconnected.

This gap effects responsiveness, coherence and consistency, insight, overview and oversight, risk and compliance management and ultimately the organizational reputation. Performance monitoring and reporting focusses (often) strictly on figures, while neglecting the actions aspect, which adds to the gap.

The solution to this problem is to develop an Actionable Governance Capability.

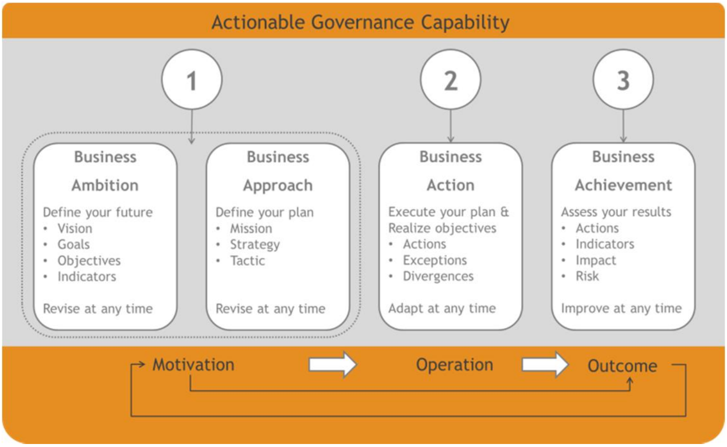


Figure 17 : Connecting ambition, approach, action and achievement

The chosen iBPMS suite may be an enabler to develop this capability. The iBPMS competence center will than have a supportive role for the implementation project as well a user role. In a sense it is forced to drink its own champagne. All iBPMS implementation projects can be brought under the same regime.

It is advisable to use or build on a standard for the governance structure, like the Business Motivation Model or a framework that is accepted as a standard in the public sector environment (e.g. the Transformational Governance Framework).

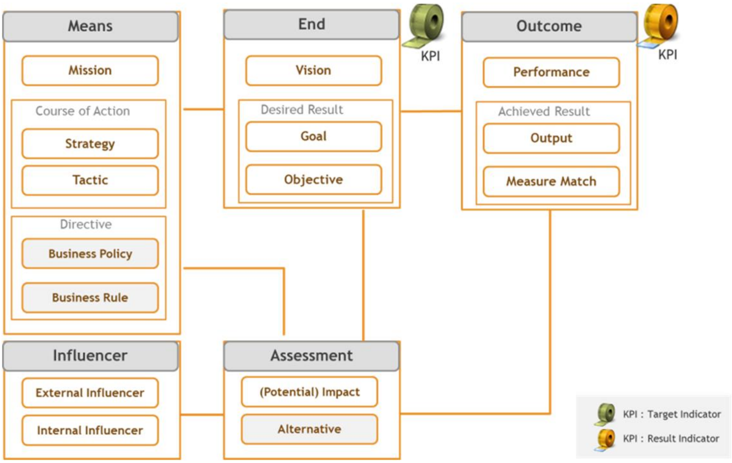


Figure 18 : The (extended) Business Motivation Model

4.9 FUNDING

The position of an iBPMS competence center may lead to discussion about the funding structure. Since this kind of discussions only absorbs energy and time that distract from reaching the envisioned goal, it is recommended to opt for centrally funding.

While it is usual to fund an iBPMS implementation project as a project with organizational and IT costs, should the funding of the competence center be placed at the organizational side as either project or operations costs.

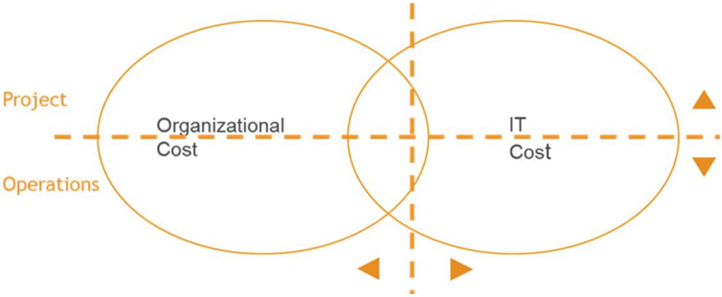


Figure 19 : Funding and cost allocation options

In either case the competence center has to be regarded as a cost center, offering ‘infrastructural’ services.

5 TACTICAL VIEW

5.1 INTRODUCTION

The tactical view of the iBPMS competence center blueprint focuses on the new way of working and the value chain functions that can be put in place with assistance of the center. The competence center provides advice, training, means and methods to enable better coherence, quality and ongoing improvement in the whole value chain with special attention to streamlining hand-over points. In this chapter we focus primarily on supporting work and workers in knowledge intensive organizations like highly regulated industries and public sector organizations. However the value chain functions also apply to other sectors.

5.2 NEW WAY OF WORKING

Knowledge intensive organizations are in transition to a new way of working. This way of working is based on a shift from a paper based way of working to a digital way of working. To be more precise, it is in fact a shift from segregated operations, where data collection and transformation is often a manual process, to integrated operations with omnipresence of on-line data and supporting processes. In the digital way of working human power can be focused on solving knowledge intensive issues, rather than repetitive and monotonous tasks.

Both power and value shift from silo fiefdoms to the networked ecosystem. The role of leadership changes inevitably as well. Like in modern military warfare is the concept of Command and Control replaced by the triple of Focus, Convergence and Agility. The ‘dictator’ becomes the director of an ensemble (see e.g. ‘Playing Jazz in the GRC Club; the ‘Future Perfect’ of Governance, Risk and Compliance’).

The digital way of working blurs the lines between the different types of work: automated work, transactional and administrative work and exploratory work.

The level of automated execution versus guidance differs and places different requirements on the supporting iBPMS. Emerging business moments are the driving force to switch from one scenario to another.

Business processes have to be able to drive and co-ordinate activity across many teams, departments, and automated systems throughout the extended enterprise. They have to actively promote the involvement of business specialists in the whole cycle of BPM initiatives – from initial discovery and analysis, through design, to administration, monitoring and optimization (MWD Advisors).

The new way of working brings together multiple disciplines in a dynamic, coherent and meaningful context to realize business goals. It gives a reason for all actors to consult, communicate, cooperate and coordinate; in short to collaborate. Main employee motivators like mastery, autonomy and purpose are made possible without compromising the need for overview and control.

It goes without saying that mastery implies having the right competences and being able to apply them.

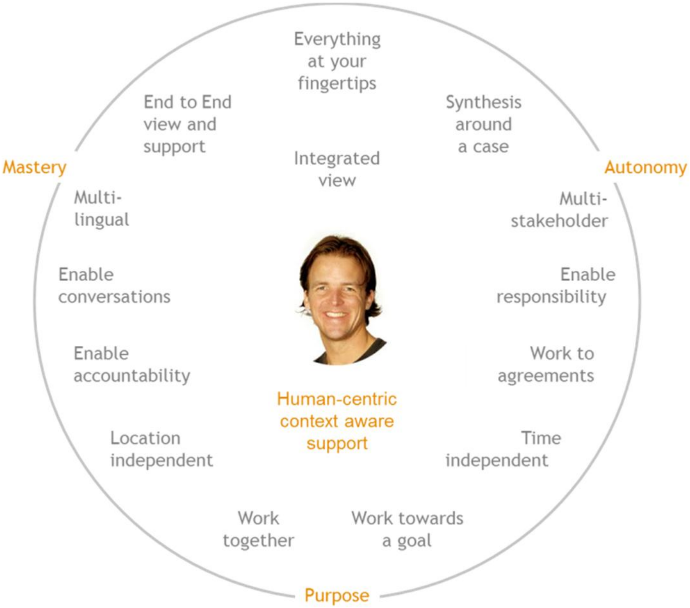


Figure 20 : The new way of working for employees

The new way of working has an effect on both the primary and provisioning value chains. These traditionally fragmented and separated chains have to be aligned and streamlined. It puts an emphasis on the relevance of a well-functioning provisioning value chain, to support and innovate the primary customer centric and customer driven process in a sustainable and continuous way. Integrating these value chains offers the foundation for creating ‘New business as usual’.

5.3 INTEGRATED VALUE CHAIN

An advanced iBPMS supports the integrated value chain.

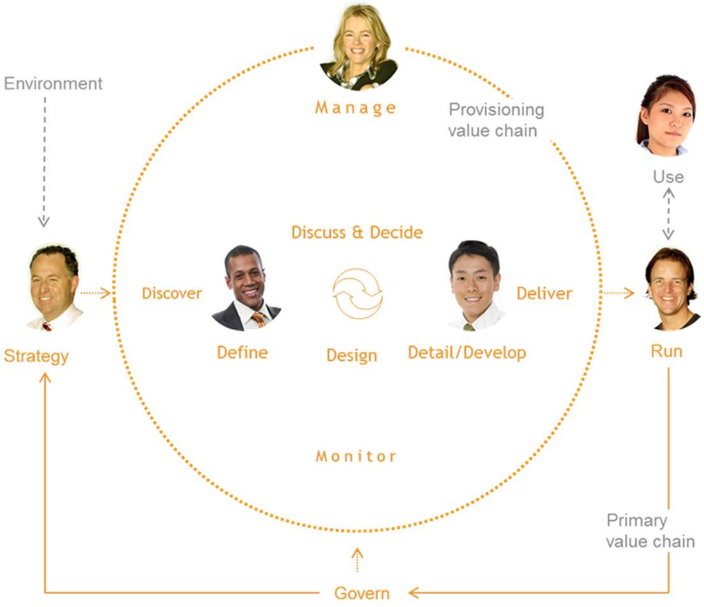


Figure 21 : The integrated value chain

The integrated value chain consists of a customer value chain and a provisioning value chain.

The figure displays the integrated value chain where:

- Strategy provides the direction, high level goals and objectives. Strategy is impacted by changes in the environment, which lead to a process of ongoing strategy assessment and decision making.
- The process steps of policy making and implementation of business logic are situated in the

circle. They are based on strategic choices and changes in regulation.

- The product of this process is a deployed service (application) that is used by organizational users and end-users: the primary value chain.
- Feedback from users and the performance and quality of the service is monitored and can lead to change and improvement requests.
- Impact analyses and improvement proposals of a strategic nature are routed to the strategy level. They may lead to new strategy choices and decisions.

The integrated value chain illustrates the new way of working for an organization from strategic objectives to design, implementation, operation and innovation.

On the one hand the iBPMS supports primary business processes in the customer driven and customer centric value chain. This is the demand and supply chain that delivers the products and services of the organization to customers (users and end-users).

In fact the iBPMS enables the operationalization of this customer value chain. The focus in this chain is based on dynamic customer interaction. A dynamic dialogue with the customer is the trigger for providing the services. Furthermore knowledge of the customer situation allows the offering of pro-active services. The demand and supply chain is therefore customer driven and customer centric as well. It is all about the process of the customer and his unique situation.

Please note that the same qualities that are offered to a customer are also used for servicing employees in their process.

On the other hand, the iBPMS supports a provisioning value chain. The provisioning value chain processes knowledge about legislation, policies, norms and rules, and offers the derived logic in an executable way.

This chain enables the integrated utilization of e.g. legislative and policy rules, and the accountability thereof, by making norms and rules actionable. In a sense one may state that this chain comprises the ‘Meaning Factory’ that delivers rule driven applications in which rules are ready for instant action. It is a process that is focused on ‘maximizing return on regulation’ by re-using legal components, streamlining the logistics, ex-ante and ex-post impact analysis and informed decision making. Criteria that are based on legislative and policy rules are used to define and model the interaction process with the customer and the application behavior.

The provisioning value chain facilitates:

- Discovery of changes in the legislative environment.
- Extraction and maintenance of legal norms and vocabulary.
- Definition, design and development of business policies and logic (rules, process activities, artifacts and behavior) and maintenance.
- Scenario planning and impact analysis.

- Delivery of norms and rules based applications and application changes to the operational part of the organization.
- Processing of change requests and various forms of feedback.

Both value chains are essential - and instrumental - to achieve strategic objectives. Both value chains exist in organizations, one more visible than the other. The biggest challenge for organizations is to synchronize the pace of change or ‘heart beats’ of these value chains. The integrated value chain implies fully synchronization of those ‘heart beats’.

5.4 METHODS AND MEANS

In the past organizations lacked Methods and Means to fully migrate from a relatively slow changing, command and control driven process to a fast paced, agile, and user driven process. Traditional processes suffer from imposed procedures and release –dictates resulting from many fragmented operations and responsibilities. As a consequence organizations face long waiting times, quality issues, and heavy maintenance burden. Using an advanced iBPMS, processes will be better synchronized and orchestrated. Organizations will then be equipped to become transparent and highly maneuverable.

Another problem that the business faces is that it must formulate requirements and test the modified application without having full traceability and insight of what has been changed where and on which grounds. The room for intervention during the development track is limited. Options for impact analysis of intended policies are totally out of the picture.

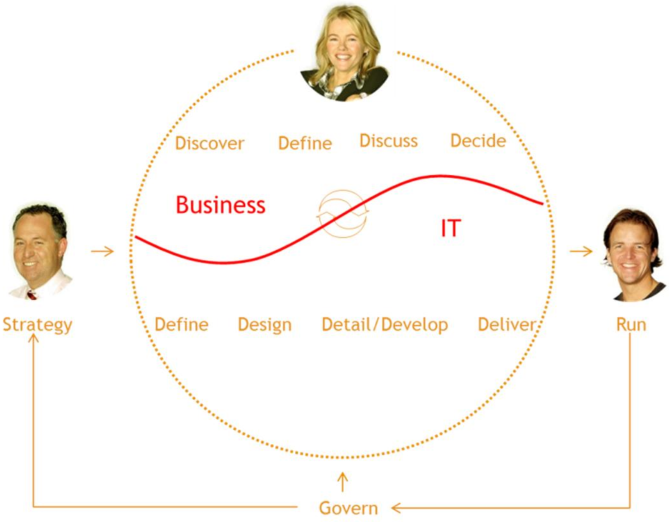


Figure 22 : Removing the business-IT boundary

In a model driven application, as with an advanced iBPMS, the business is able to create, change and test its implemented logic herself. Changes that are content, regulation or policy based can now be analyzed and implemented on a daily basis, if required. Process related changes can have their own pace of change as well as changes of look & feel and application behavior. Also changes in systems and infrastructure can follow their own technical and business change rhythm.

Advanced features for testing and impact analysis allow verification and validation of rules and system behavior from the earliest phase on, leading to faster deployment and less re-work.

The described functionality - and its inherent switch to incremental development - allows to lift the traditional boundary between business and IT and replace the old fragmented and silo-way of working by a more concerted and collaborative way of working. Business and IT-competences are brought together to instantly interact where changes require a joined effort while each having their own area of expertise and responsibility. There is however also a predominant shared responsibility for the performance of the whole value chain.

The iBPMS competence center will not only assist in aligning parties for the new collaborative way of working, but also in discovering and working out the consequences for roles and functions.

The empowerment of the business to create or modify an application has an effect on traditional IT-related roles, e.g. functional and technical management, release management and configuration management. Other roles, like infrastructure and system management remain largely unchanged.

Traditional business roles change also as a result from the stronger connection and increased visibility between the triggers for change and the resulting application.

Re-use of norms and rules, ex-ante, ad-hoc and ex-post impact analysis and sophisticated integrated testing options, lead to intensive communication, consultation, cooperation and coordination. Activities like decomposition, structuring and modeling of rules have also an impact on the way of working.

The new way of working not only has an effect on the actors in the provisioning value chain, but also on actors in the customer driven/centric demand-supply chain. Secluded tasks can now be integrated because knowledge can be applied at places and moments where it is needed. Each individual case follows the optimal treatment, which is traceable. Transparency and accountability become common.

Furthermore options for logging, audit trail, monitoring, instant feedback, data analytics and (social) media scanning, provide input for a sophisticated process of continuous improvement.

The above described is essential for the creation and support of the integrated value chain. And this is made possible by an iBPMS that offers the right tooling and methods to enable the new way of working. Choosing such a suite justifies the establishment of a competence center. After all, new Methods and Means must be put in place and need to be utilized to their full potential. This requires specific competences.

5.5 FUNCTIONS IN THE PROVISIONING VALUE CHAIN

The provisioning value chain consists of a set of functions that is displayed in the following image.

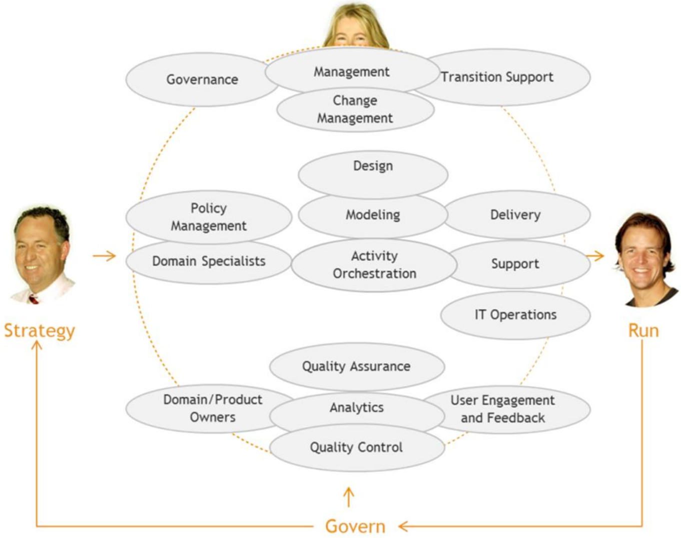


Figure 23 : Overview of supported value chain functions

The functions, that are facilitated or orchestrated by the competence center, can be divided into three categories.

- The top category functions deals with governance, management, change management and transition support aspects.
- The middle category functions relates to policy definition, architecture and modeling, application development, activity orchestration, delivery and support.

- The third category covers functions that deal with use, quality, improvement and ownership. The functions cover both Business and IT functions.

Appendix A provides a comprehensive description of these functions.

5.6 COMPETENCE CENTER FOCUS AREAS

The iBPMS center is focused on transition aspects in the integrated value chain that are related to the use of the iBPMS.

The focus areas are:

- Organizational transition
- Transition of Methods and Means
- Orchestration of activities

Being a mechanism that acts as a swivel and linking pin between the organizational transition (the big ‘T’) and iBPMS related transitions (the small ‘t’) the competence center has a special task in directing and orchestrating activities comparable to the role of a stage manager or producer.

Areas of concern and action may be:

- Organizational transition by stimulating the adaptation of new principles and vision, e.g.: executing communication, workshop and various visioning activities.
- Assessing and eliminating competence gaps, e.g.: determine training needs and organizing training courses.

- Transition of methods and means by creating the structure and processes, and bringing in tools, e.g.: designing and elaborating the outlines of the To-Be organization and assisting with developing new methods and procedures.
- Developing and applying new practices and getting ready for continuous growth and improvement, e.g.: stimulating the learning capacity of the organization e.g. by introducing new features.
- Supplying and ensuring continuity, e.g.: providing advice and help with resolving questions from users.

5.7 COMPETENCES

The in the previous section described value chain functions require specific competences, that are iBPMS related, to fulfill the tasks.

Competences can be categorized by:

- Personal skills, e.g. interpersonal, communication and team skills.
- Functional knowledge, e.g. iBPMS principles, product and methods, business fundamentals in relation to working with the iBPMS.
- Operational knowledge, e.g. domain expertise, IT tooling.

The iBPMS competence center supports the competences that are iBPMS related. Other competences have to be in place or have to be supported by regular organizational service providers.

The iBPMS related competences will be part of the role definitions that are provided by the competence center.

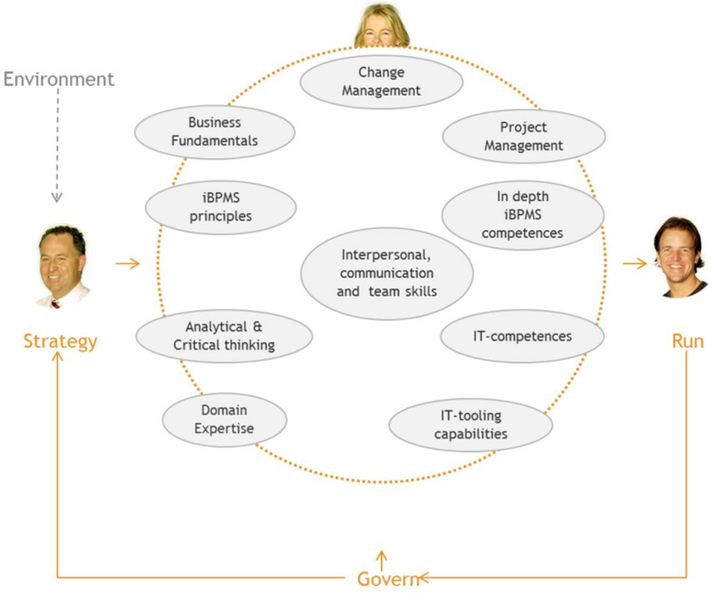


Figure 24 : Required key competences

Part of the facilitating function of the competence center is to assist in a gap analysis between existing and required competences and provide training options to close the gap.

The iBPMS vendor will most certainly provide an extensive training course program with certification for iBPMS specific roles.

5.8 COMPETENCE CENTER TASKS

The iBPMS competence center has a set of tasks.

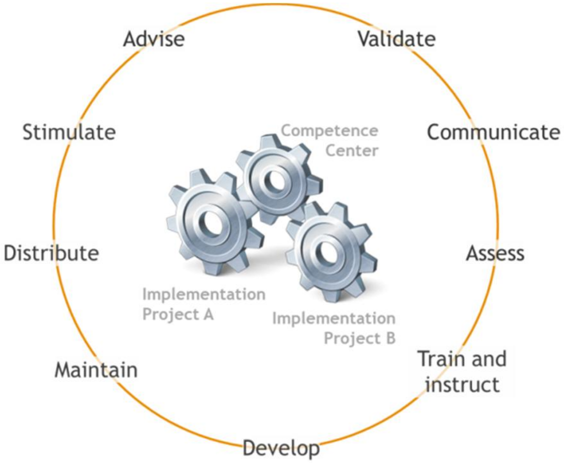


Figure 25 : Competence Center tasks

The tasks can be summarized as follows.

5.8.1 STIMULATE

This task refers to activities urging people to apply the new way of working, and is directly related to the creation of the right attitude and behavior.

The competence center promotes the sharing and adoption of latest insights regarding the use of the iBPMS e.g.:

- Decision-making procedures
- Standards, guidelines and processes
- Tools and applications to use
- Ways of sharing and developing expertise

It may claim management attention to support these efforts.

5.8.2 ADVISE

This task refers to ensuring consistency and quality of iBPMS related activities and deliverables. The competence center will advise (requested/non-requested) users on the use of iBPMS standards, principles, meta-models, etc. to create most value of the iBPMS, enterprise wide. This task will help to:

- keep the developments aligned with business goals;
- keep stakeholders committed;
- ensure the methods and means will be correctly used;
- ensure employees have the right competence to fulfill the job.

5.8.3 VALIDATE

A crucial task of the competence center is proofing the result of activities based on agreed standards, and which task will be assigned to the Design Authority function. This task will lead to:

- ensuring that project deliverables are in line with the agreed standards;
- learning from practice to improve the competence center knowledge base;
- creating the wanted level of authority.

5.8.4 COMMUNICATE

The competence center plays an important role in the transition process. Transitioning people’s behavior depends largely on the way communication is organized. This task must ensure that stakeholders and people involved are correctly and timely informed and committed.

One of the results of this task is the accomplishment of a transparent communication plan that supports awareness and change readiness of the people in the organization.

5.8.5 ASSESS

This task is part of the continuous improvement cycle to test if performance indicators are met. As an accelerator for the transition process the iBPMS competence center must implement assessment processes with different areas in the value chain. It should:

- measure the effectiveness of decision processes;
- measure the competence level of people involved in iBPMS related projects;
- assess the level of organizational maturity.

5.8.6 TRAIN AND INSTRUCT

This task refers to transferring and distributing knowledge across the organization to bring it to the right level of competence. This is a key task of the competence center, as being the instrument to leverage competence throughout the organization. In principle, the competence center facilitates the training and instruction activities by providing means (e.g. a Discovery Center), organizing courses, and teaching.

5.8.7 DEVELOP

This task refers to developing and supporting the development of means and knowledge.

The competence center is responsible for keeping the competences regarding the iBPMS up-to-date and fit for use within the organization. To do so it must keep on developing the right means to keep and distribute knowledge. It should also assist in the development of competences with people of the organization. However, it is not responsible for the actual competence development of the individuals, which is a task of the HRM-department

5.8.8 MAINTAIN

An overall type of task lies in ensuring the quality of the various enablers, which are critical for the success of the competence center. More specifically it should maintain meta-models, repository and knowledge base structures, standards and guidelines. However, it is not responsible for its content. On the other hand it will be responsible for updating and accommodating the means to actual needs.

5.8.9 DISTRIBUTE

Ensuring that means are correctly distributed and accessible across the organization, e.g. access to knowledge bases and documentation, license management, approved patterns.

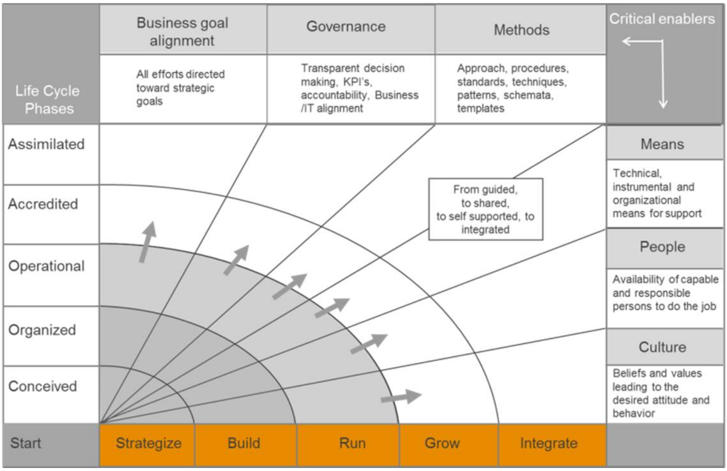
6 OPERATIONAL VIEW

6.1 INTRODUCTION

The operational view of the blueprint of an iBPMS competence center focuses on the lifecycle phases of the center and the critical enablers for every phase. This chapter offers a mapping of tasks, products and services of an iBPMS competence center to the critical enablers to show a way to address these enablers. Furthermore we address the organizational positioning of the center and roles. We finish with a list of success factors.

6.2 LIFECYCLE PHASES

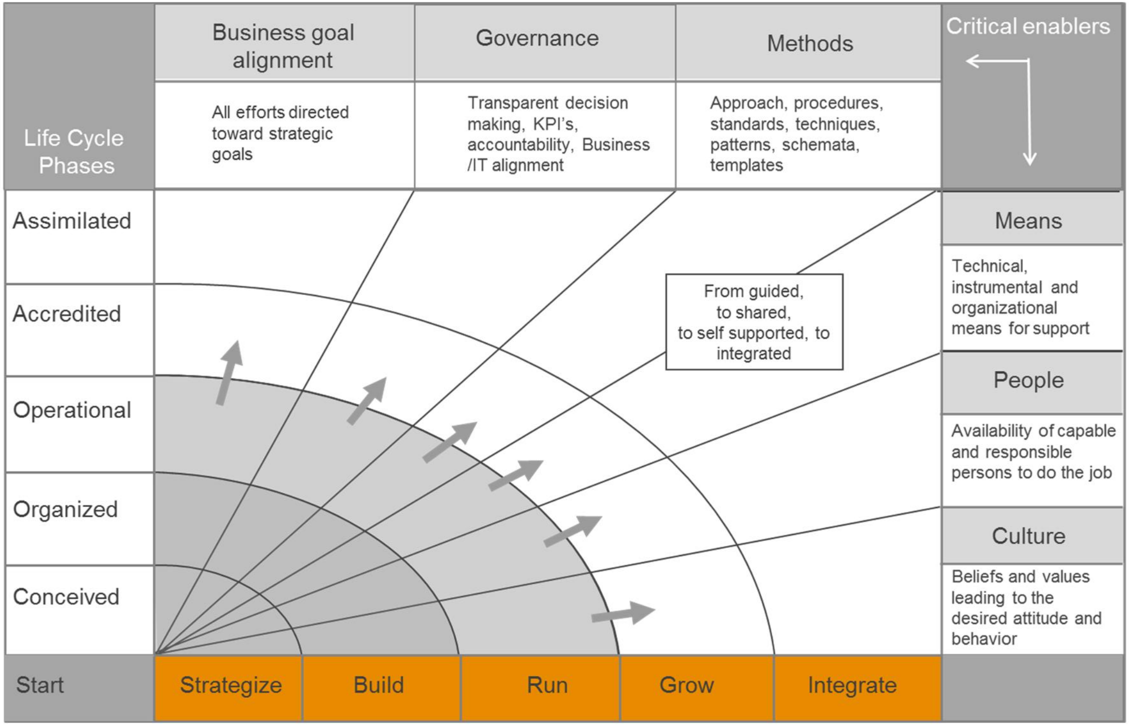
The Business process competence center has a lifecycle that is visible in the next image.



Life Cycle Phases
Business goal alignment
All efforts directed toward strategic goals
Governance
Transparent decision making, KPI's, accountability, Business /IT alignment
Methods
Approach, procedures, standards, techniques, patterns, schemata, templates
Critical enablers
Assimilated
Accredited
Operational
Organized
Conceived
From guided, to shared, to self supported, to integrated
Means
Technical, instrumental and organizational means for support
People
Availability of capable and responsible persons to do the job
Culture
Beliefs and values leading to the desired attitude and behavior
Start
Strategize
Build
Run
Grow
Integrate

Figure 26 : Competence Center development

Enlarged view of this figure.


Life Cycle Phases
Business goal alignment
All efforts directed toward strategic goals
Governance
Transparent decision making, KPI's, accountability, Business /IT alignment
Methods
Approach, procedures, standards, techniques, patterns, schemata, templates
Critical enablers
Assimilated
Accredited
Operational
Organized
Conceived
From guided, to shared, to self supported, to integrated
Means
Technical, instrumental and organizational means for support
People
Availability of capable and responsible persons to do the job
Culture
Beliefs and values leading to the desired attitude and behavior
Start
Strategize
Build
Run
Grow
Integrate

The lifecycle phases correspond with the distinguished five development steps and maturity levels (see next chapter).

The lifecycle phases are:

1. Conceived
2. Organized
3. Operational
4. Accredited
5. Assimilated

These phases correspond with a series of roll-out steps on which we will elaborate in the next chapter.

For the operational view we will first briefly describe the five lifecycle phases.

6.2.1 CONCEIVED

The conception phase of the iBPMS competence center entails the realization of a shared vision about what an iBPMS competence center is, what it should do and why it is needed in a specific situation. From that moment on the competence center exists in a conceptual form.

6.2.2 ORGANIZED

Based on the shared vision it is now possible to define the required competences and to assess possible gaps. This assessment leads to a sourcing process, to training and all other aspects that are needed for organizing a competence center.

6.2.3 OPERATIONAL

In this phase the iBPMS competence center starts its operation. It is involved in activities related to building the core application and the first implementation streams. External support is available for guiding and for assistance in new and complex issues.

6.2.4 ACCREDITED

In this phase the competence center becomes independent of external support. It is capable of delivering all required competences and expands its workload and resources. It is accepted as the authoritative source in the organization and is for instance consulted early in the strategy formulation process.

6.2.5 ASSIMILATED

In the last phase the iBPMS competence center has managed to create a standardized, yet flexible environment in which most of its tasks are handed over to operational units. The work is integrated with running processes and activities. The competence center as a factual unit can be dissolved. Members will remain to play a role as member of an expert group. Now the competence center as a structure doesn't exist anymore.

6.3 CRITICAL ENABLERS

The previous image also presented a list of six critical enablers that have to be taken into consideration in every phase of the lifecycle.

Lessons learnt in the development of competence centers for business process management as well for other environments have led to a set of six critical enablers. Neglecting these enablers will lead to a failure of the business initiative or at least to a suboptimal result.

The six critical enablers are:

1. Business goal alignment
2. Governance
3. Methods
4. Means
5. People
6. Culture

6.3.1 BUSINESS GOAL ALIGNMENT

Business goal alignment implies that all efforts should be directed toward strategic goals.

It is essential to:

- Ensure coherency and consistency of activities, all aligned with the business goals and business case.
- Create overall awareness and sense of urgency for achieving the goals.

6.3.2 GOVERNANCE

Governance implies that essential aspects are in place like transparent decision making, KPI’s, accountability and business/IT-alignment.

Please note that:

- Competence centers by its nature will interfere with established entities.
- Therefore traditional designs for governance may not work anymore.
- A hybrid governance model may be needed:
    - For managing iBPMS based implementation
    - For managing current/legacy system implementation
- Harvesting the values of the iBPMS requires Business/IT-alignment and multidisciplinary collaboration.

See also the section about Actionable Governance Capability.

6.3.3 METHODS

Methods refer to the need for a structured approach, standards, techniques, patterns, schemata and templates. These are essential to enable coherence and consistency, improve efficiency and retain maintainability.

Please note that:

- Current methods, guidelines, standards of operations may not be fit for working with the selected iBPMS.
- New methods, guidelines, standards and patterns must be adopted and/or developed to support new way of working.
- Conflicting methods may occur, which need special management attention.

6.3.4 MEANS

Means refers to the technical and organizational means. Examples are: the iBPMS software, tooling like a workplace and knowledge base and aspects like information sharing, establishing a metrics system, and having support lines.

Please note that:

- Right means and resources are required to perform the competence center’s tasks.
- Shared with the right people across the enterprise to ensure everybody uses these effectively and efficiently.
- Means are needed for both:
    - Setting up and developing the competence center
    - Running, and delivering products and services to clients by the competence center

6.3.5 PEOPLE

People are essential for success. Ownership and responsibility must be in place, trained and skilled people must be available and operational knowledge applied and re-used.

Please note that:

- Competence center employees must have the right basic competences to fulfill the job.
- Competence center employees must be capable and willing to take responsibility and ownership.

- Competence center employees must be trained on and experienced with the iBPMS.
- Competence center employees must be experienced in and/or knowledgeable of business practice.
- (At the start) the competence center core team must recruit/engage employees who are considered well informed or experts in relevant business areas.
- Core team resources must be available and be committed and dedicated toward iBPMS implementations.

6.3.6 CULTURE

Culture refers to beliefs and values, leading to attitudes like commitment to business value, team work and responsiveness. These are all essential ingredients for transition leverage.

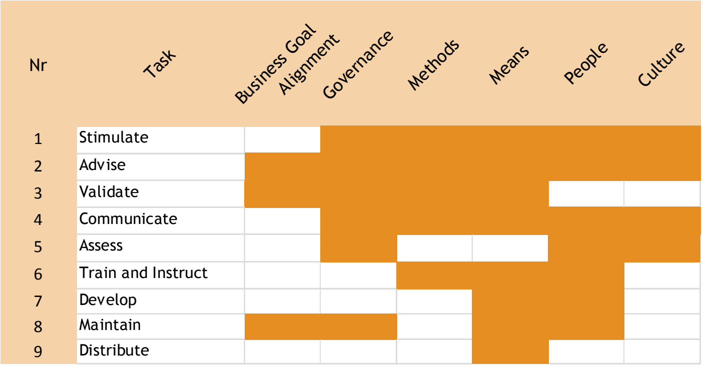
Please note that:

- Harvesting the benefits from the iBPMS implementations requires adoption of the iBPMS principles.
- Focus on delivering business value, team work and responsiveness is key for success.
- Usually organizational change is necessary to adopt this new way of working.

These critical enablers are used in the next two sections to segment tasks and products and services of the iBPMS competence center.

6.4 MAPPING OF TASKS

In the previous chapter we provided an overview of the tasks of an iBPMS competence center. In the next table the relevancy of these tasks is mapped on the critical enablers.



Nr	Task	Business Goal Alignment	Governance	Methods	Means	People	Culture
1	Stimulate		■	■	■	■	■
2	Advise	■	■	■	■	■	■
3	Validate	■	■	■	■		
4	Communicate		■	■	■	■	■
5	Assess		■			■	■
6	Train and Instruct			■	■	■	
7	Develop				■	■	
8	Maintain	■	■		■	■	
9	Distribute				■		

Figure 27 : Overview of tasks

The table confirms that all enablers are relevant for the operating of the iBPMS competence center.

6.5 ORGANIZATIONAL POSITIONING

The competence center can be implemented as a hierarchal or federated entity.

In any case there must be a core-function of the competence center that has formal position (ownership) within the organization. Positioning of this core depends on the highest probability for success in its specific life cycle phase.

As mentioned earlier we strongly recommend a central positioning and funding of the competence center to avoid discussions about its sponsorship.

Criteria for selecting the right form of governance and reporting are e.g.:

- Who is the main target group and what is the value focus?
    - IT, because of focus on technology (e.g. replacement legacy)
    - Business entity, because of focus on process improvement
    - Information Management or Policy Department, because of focus on rules and policy management
    - Enterprise, because of focus on transformation
- What is the fit with organizational development strategy?
- What is the scale (competence center and organizational environment)?

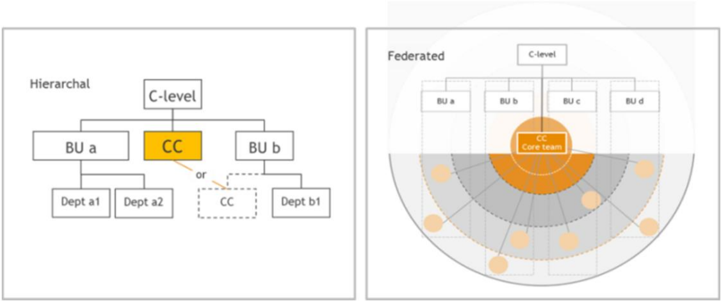


Figure 28 : Two positioning options

Other criteria may deal with the existing or ambitioned culture and the ability of an organizational unit to execute.

6.6 COMPETENCE CENTER ROLES

An iBPMS competence center will have roles that support Organizational transition and transition of Methods and Means.

The following image displays an example of an organization that starts with a team of iBPMS trained specialists and employees that have roles that require a certain level of knowledge and insight in the working of the iBPMS software and/or methods.

Some identified functions require business specific roles, not linked to iBPMS specific competences.

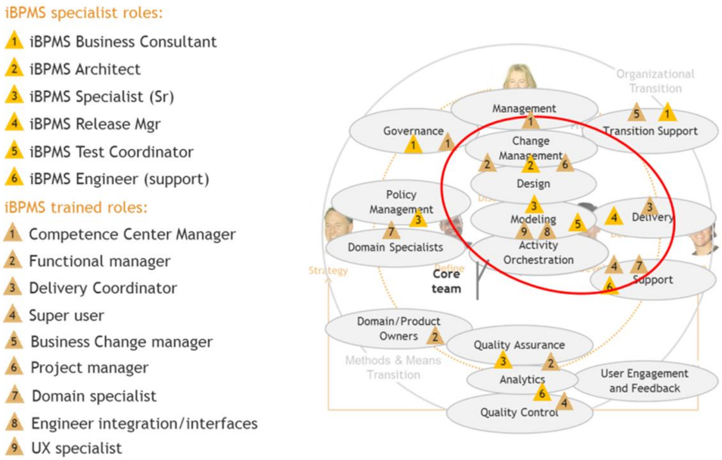


Figure 29 : Example of applicable roles

The red circle indicates activities that are supervised by or even partly carried out by a core team of the iBPMS competence center. It is possible that multiple roles are performed by the same person. This example shows a competence center that is in the first phase: directing and enforcing the new way of working.

6.7 COMPETENCE CENTER MANAGEMENT

One of the roles in the previous image is the role of the competence center manager. The competence center manager is responsible for setting up and leading the competence center and for integrating the competence center into the organization according to the established roadmap (see next chapter).

Competence center management:

- has the authority and budget to commit competence center resources and to advice on and monitor the priority of all iBPMS related activities;
- must be consulted by iBPMS implementation projects on approach, planning etcetera;
- reports progress on a regular base in multiple ways to inform all stakeholders (e.g. management reporting and competence center news flashes);
- has a special target in realizing sustainable business-IT alignment.

Internal governance is required for the iBPMS competence center as a body to ensure that it delivers best value to its customers and that the roadmap and delivered results stay in line with the organization’s strategic objectives.

6.8 COMPETENCE CENTER SUPPORT

The iBPMS competence center as an entity needs a form of office support for handling administrative, maintenance and planning tasks. These tasks may be combined with running the Discovery Center (see appendix B) and assisting in securing and processing input from e.g. interviews and assessments.

6.9 PRODUCTS AND SERVICES

The products and services that the iBPMS competence center offers to its customers consist predominantly of Methods and Means and competence related trainings (category people), followed by products & services from the other categories.

The following table provides an overview of the products and services catalogue. It should not be regarded as a mandatory, but as an optional list of products and services.

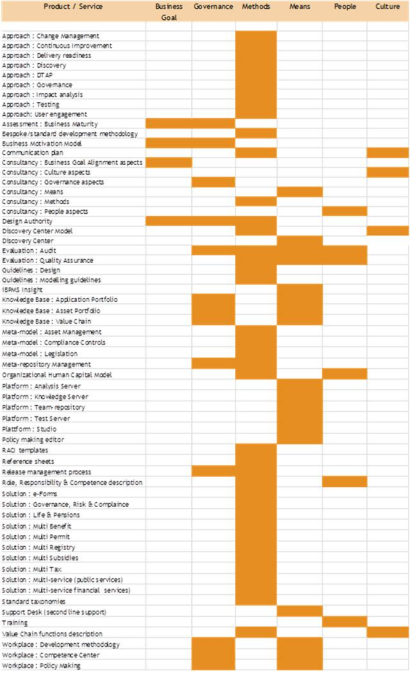
Some elements in the list might require some additional clarification.

- *Approach*: Contains a mix of best practices, lessons learnt, frequently asked questions and tips.
- *Consultancy*: Refers to consultancy activities and advisory services for all six critical enablers.
- *Knowledge Base*: Contains meta-models and other models with documentation, disclosed with several viewpoints.
- *Support Desk*: Refers to the second line support function. First Line support is provided in the

integrated value chain. Third line support by the iBPMS vendor or its partner.

- *Training*: Contains the main training categories.
- *Workplace*: Refers to workplaces for the competence center itself as well as for the organization. Provides several viewpoints and is in that sense also an instrument for governance.

The list shows how products can be part of more than one critical enabler.



Product / Service	Business Goal	Governance	Methods	Means	People	Culture
Approach : Change Management			■			
Approach : Continuous Improvement			■			
Approach : Delivery readiness			■			
Approach : Discovery			■			
Approach : DTAP			■			
Approach : Governance			■			
Approach : Impact analysis			■			
Approach : Testing			■			
Approach: User engagement			■			
Assessment : Business Maturity	■	■				
Bespoke/standard development methodology			■			
Business Motivation Model	■	■				
Communication plan			■			■
Consultancy : Business Goal Alignment aspects	■					
Consultancy : Culture aspects						■
Consultancy : Governance aspects		■				
Consultancy : Means				■		
Consultancy : Methods			■			
Consultancy : People aspects					■	
Design Authority	■	■	■			
Discovery Center Model			■			■
Discovery Center				■		
Evaluation : Audit		■	■	■	■	
Evaluation : Quality Assurance			■	■	■	
Guidelines : Design			■			
Guidelines : Modelling guidelines			■			
iBPMS Insight				■		
Knowledge Base : Application Portfolio		■		■		
Knowledee Base : Asset Portfolio		■		■		
Knowledge Base : Value Chain		■		■		
Meta-model : Asset Management			■			
Meta-model : Compliance Controls			■			
Meta-model : Legislation			■			
Meta-repository Management		■	■			
Organizational Human Capital Model			■		■	
Platform : Analysis Server				■		
Platform : Knowledge Server				■		
Platform : Team-repository				■		
Platform : Test Server				■		
Plattform : Studio				■		
Policy making editor				■		
RACI templates			■			
Reference sheets			■			
Release management process		■	■			
Role, Responsibility & Competence description			■		■	
Solution : e-Forms			■			
Solution : Governance, Risk & Complaince			■			
Solution : Life & Pensions			■			
Solution : Multi Benefit			■			
Solution : Multi Permit			■			
Solution : Multi Registry			■			
Solution : Multi Subsidies			■			
Solution : Multi Tax			■			
Solution : Multi-service (public services)			■			
Solution : Multi-service financial services)			■			
Standard taxonomies			■			
Support Desk (second line support)				■		
Training					■	
Value Chain functions description			■			■
Workplace : Development methodology		■		■		
Workplace : Competence Center		■		■		
Workplace : Policy Making		■		■		

Figure 30 : Products and Services catalogue

See next page for an enlarged view of this figure.

See also appendix B for more information.

The appendix provides the same list with a summary of the products and services.

The reader should be aware of the fact that the list, as well as the breadth and depth of its components, is subject to changes

Enlarged view of this figure.

Product / Service	Business Goal	Governance	Methods	Means	People	Culture
Approach : Change Management			🟧			
Approach : Continuous Improvement			🟧			
Approach : Delivery readiness			🟧			
Approach : Discovery			🟧			
Approach : DTAP			🟧			
Approach : Governance			🟧			
Approach : Impact analysis			🟧			
Approach : Testing			🟧			
Approach: User engagement			🟧			
Assessment : Business Maturity	🟧	🟧				
Bespoke/standard development methodology			🟧			
Business Motivation Model	🟧	🟧				
Communication plan			🟧			🟧
Consultancy : Business Goal Alignment aspects	🟧					
Consultancy : Culture aspects						🟧
Consultancy : Governance aspects		🟧				
Consultancy : Means				🟧		
Consultancy : Methods			🟧			
Consultancy : People aspects					🟧	
Design Authority	🟧	🟧	🟧			
Discovery Center Model			🟧			🟧
Discovery Center				🟧		
Evaluation : Audit		🟧	🟧	🟧	🟧	
Evaluation : Quality Assurance		🟧	🟧	🟧	🟧	
Guidelines : Design			🟧			
Guidelines : Modelling guidelines			🟧			
iBPMS Insight				🟧		
Knowledge Base : Application Portfolio		🟧		🟧		
Knowledge Base : Asset Portfolio		🟧		🟧		
Knowledge Base : Value Chain		🟧		🟧		
Meta-model : Asset Management			🟧			
Meta-model : Compliance Controls			🟧			
Meta-model : Legislation			🟧			
Meta-repository Management		🟧	🟧			
Organizational Human Capital Model			🟧		🟧	
Platform : Analysis Server				🟧		
Platform : Knowledge Server				🟧		
Platform : Team-repository				🟧		
Platform : Test Server				🟧		
Plattform : Studio				🟧		
Policy making editor				🟧		
RACI templates			🟧			
Reference sheets			🟧			
Release management process		🟧	🟧			
Role, Responsibility & Competence description			🟧		🟧	
Solution : e-Forms			🟧			
Solution : Governance, Risk & Complaince			🟧			
Solution : Life & Pensions			🟧			
Solution : Multi Benefit			🟧			
Solution : Multi Permit			🟧			
Solution : Multi Registry			🟧			
Solution : Multi Subsidies			🟧			
Solution : Multi Tax			🟧			
Solution : Multi-service (public services)			🟧			
Solution : Multi-service financial services)			🟧			
Standard taxonomies			🟧			
Support Desk (second line support)				🟧		
Training					🟧	
Value Chain functions description			🟧			🟧
Workplace : Development methodology		🟧		🟧		
Workplace : Competence Center		🟧		🟧		
Workplace : Policy Making		🟧		🟧		

6.10 SUCCESS FACTORS

Lessons learnt from implementation of various types of competence centers provide a list of the following critical success factors:

- Management and business buy-in
- Mandate and Funding
- Architectural and social foundation
- Business orientation
- Self-sufficient team that is a perfect balance of technical and business acumen
- Interdisciplinary and -organizational collaboration
- Skilled, motivated and competent resources
- Communication, commitment and coordination
- Governance structure and impact measurement
- Continuous improvement

This list can be expanded with conformance to the critical enablers that are presented in this chapter.

7 ROLL OUT

7.1 INTRODUCTION

The roll out of an iBPMS competence center is a deliberate action of an organization that wants to increase business value by implementing, using and maintaining the iBPMS platform.

A competence center is a key enabler, and organizations can realize significant benefits by taking the decision to have a Business process competence center at an early stage rather than later.

The proposed roll out approach is a staged implementation, based on a model of transferable knowledge and tasks, fine-tuned for the situation at hand.

7.2 ROLL OUT MODEL

Setting up a competence center follows an evolutionary line that takes small steps and keeps focused on the end-goal at the same time.

In an initial phase most competence services will be provided by a facilitating center, like the competence center of the iBPMS vendor company or one of its partners.

An organization selects which products and services will be integrated in its own competence center and whether there are services it wants to source in for a longer period of time. Based on this selection a transition plan will be set up.

Every competence center needs at least a minimum level of competences to start with: a nucleus. A replication and specialization approach can be used to multiply the core competences when the competence center expands. The end goal is full integration in the parent organization, needing only occasional external support.

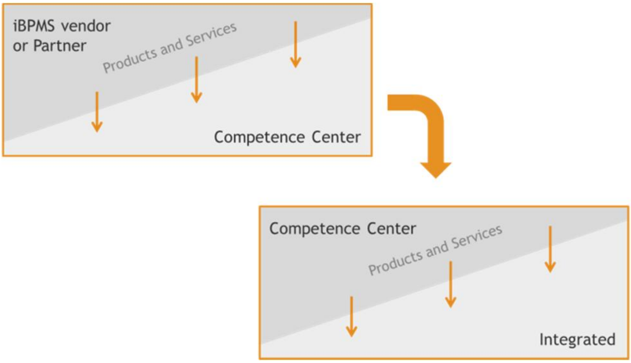


Figure 31 : Roll out model

7.3 ROLL OUT SCENARIOS

As mentioned earlier the start scenario for setting up the competence center will depend on the company's maturity and competence level. This level should be assessed at the beginning in the Strategize phase.

Roll out may start by leading, directing or participating in the initial implementation project and grow from there (scenario 1). It could also start as a first line governance group responsible for design, quality assurance, continuous improvement and coherence (scenario 2).

The selected scenario determines the place and size of the competence center nucleus.

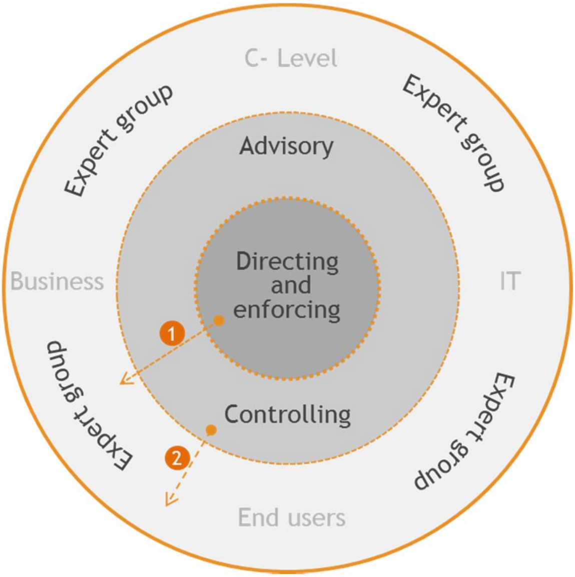


Figure 32 : Roll out scenarios

7.4 ROLL OUT PHASES

The competence center will be set up as an organizational entity that scales up and down with the organization's need. It will end as an integrated part of every day's business and operations. The process of setting up the competence center is based on an evolutionary approach. It consists of five steps.

1. Strategize
2. Build
3. Run
4. Grow
5. Integrate

The five steps are in fact a mirror of the lifecycle phases that were introduced earlier in this document.

External support for the iBPMS competence center will move along with these phases. It starts with guiding and demonstrating, to sharing tasks, and ends up with a fully self-supporting team within the organization.

The steps are in line with maturity standards in the market. Every step needs to be scrutinized on the level of existence and implementation along the line of the six main critical enablers, which were introduced in the previous chapter.

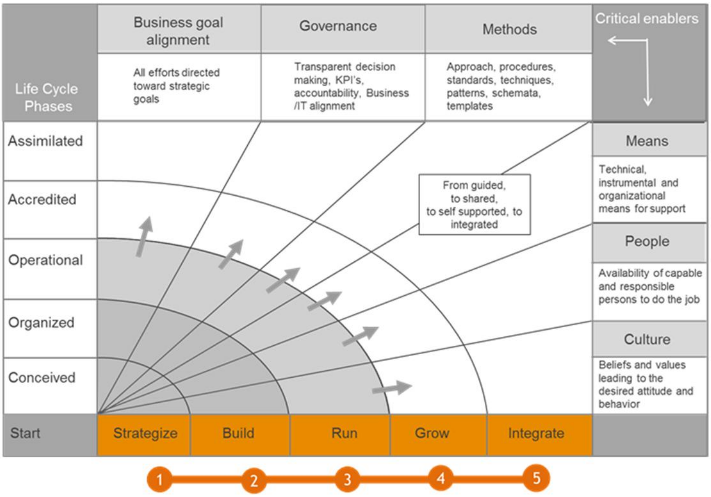
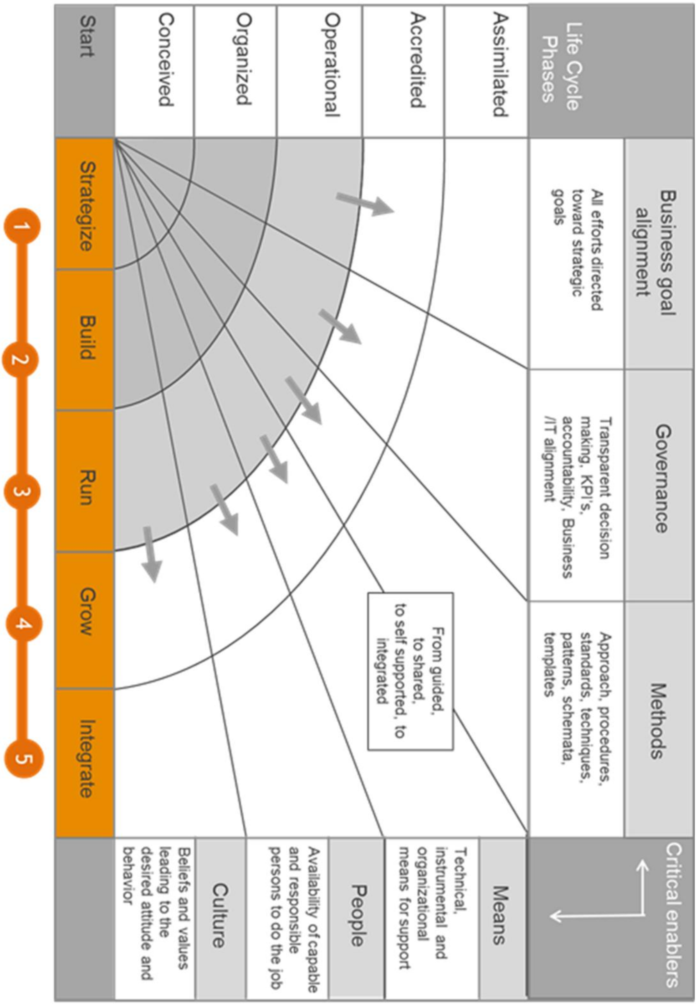

Life Cycle Phases
Business goal alignment
All efforts directed toward strategic goals
Governance
Transparent decision making, KPI's, accountability, Business /IT alignment
Methods
Approach, procedures, standards, techniques, patterns, schemata, templates
Critical enablers
Assimilated
Accredited
Operational
Organized
Conceived
Start
From guided, to shared, to self supported, to integrated
Means
Technical, instrumental and organizational means for support
People
Availability of capable and responsible persons to do the job
Culture
Beliefs and values leading to the desired attitude and behavior
Strategize
Build
Run
Grow
Integrate
1
2
3
4
5

Figure 33 : Roll out steps and lifecycle phases

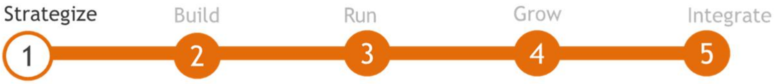
See next page for an enlarged view of this figure.

Enlarged view of this figure.


Life Cycle Phases
Start
Conceived
Organized
Operational
Accredited
Assimilated
Strategize
Build
Run
Grow
Integrate
1
2
3
4
5
Business goal alignment
All efforts directed toward strategic goals
Governance
Transparent decision making, KPI's, accountability, Business /IT alignment
Methods
Approach, procedures, standards, techniques, patterns, schemata, templates
Critical enablers
Means
Technical, instrumental and organizational means for support
People
Availability of capable and responsible persons to do the job
Culture
Beliefs and values leading to the desired attitude and behavior
From guided, to shared, to self supported, to integrated

The following section provides a short overview of the five development steps and their main deliverables.

7.4.1 Strategize



In the ‘Strategize’ phase a shared vision should be established of what the competence center should be, how it addresses the organizations objectives and will close the existing gaps. The result is a shared vision.

Another essential element in this phase is having a good understanding of the organization’s maturity level, in particular with regard to the six critical enablers.

The ‘Strategize’ step leads to the following results.

Business context:

- The following aspects are identified:
    - Business vision, mission, challenges, needs
    - Business objectives, related projects and initiatives
    - Expectations, procedures for decision making
- The following aspects are assessed:
    - Maturity state for implementation & operation
    - Transition impact, needs and priorities

Direction setting:

- The following aspects are defined:
    - CC objectives, benefits. Success Factors, KPI's, issues
    - CC stakeholders
    - Governance structure
    - Approach, roadmap and scope
- The following aspects are assured:
    - Sponsorship,
    - Mandate
    - Funding

The main deliverables are:

- Business Motivation Model
- Business Maturity Assessment
- Competence Center definition
- Committed plan of approach

7.4.2 Build

In the 'Build' phase the products and services portfolio will be defined; core competences and roles will be defined and people will be assigned and trained. The result is that the core competences for the center are organized and in place.

The 'Build' step leads to the following results.

Level 1:

- The following aspects are Initiated:
  - Quartermaster & manager
  - Plan and set deliverables
  - Communication & transition approach
  - Expectation management
- The following aspects are designed:
  - Competence center Operating Model
  - Products & Services (portfolio)
  - Interaction model (Business & IT)
  - IT context map
  - Resource plan
  - Communication & transition plan

Level 2:

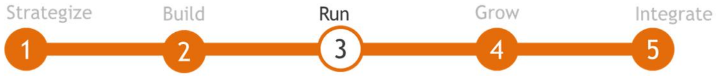
- The following aspects are detailed:
  - Organizational structure, processes, administrative arrangements
  - Products & Services (characteristics)
  - Workplace & infrastructure
  - Core competences & resources
  - Communication & transition instruments
- The following aspects are developed:
  - Roles, ownership, procedures, team
  - Product & Services (make or buy)
  - Core competences (train people)
  - Discovery Center (see appendix B)

    - Missing communication & transition instruments

The main deliverables are:

- Plan of action
- Design
- Foundation
- Means and methods

7.4.3 Run



In the ‘Run’ phase the competence center starts to function. It will go through a process of learning and improving. Tools are in place and will be fine-tuned. The result is an operational core team able to spread the word and to contribute.

The ‘Run’ step leads to the following results.

Organized:

- The following aspects are formalized:
    - Competence center
    - Standard Operating Procedures
    - Mandate & funding
    - Reporting lines
    - Way of collaboration

- The following aspects are operational:
    - Organizational structure, processes, administrative arrangements
    - Products & Services
    - Workplace & infrastructure
    - Communication & transition instruments

Improve internally:

- The following aspects are learned:
    - Collect lessons learned
    - Analyze quality control data
    - Act on feed back
- Strengthen/improve:
    - Competences
    - End-to-end approach and Business/IT alignment
    - Design Authority and other roles

The main deliverables are:

- Start-up announcement
- Running services, reports, etc.
- Evaluation & Maturity assessment report
- Improvement plan

7.4.4 Grow

In the ‘Grow’ phase the competence center expands due to more development streams and new internal clients. Also knowledge transfer to internal parties will be used to cope with the workload on the one hand and move towards the goal of the next phase on the other hand. The result of this phase is an expanded and accredited team.

The ‘Grow’ step leads to the following results, depending on the selected expand scenario.

Expand:

- The following aspects are re-created:
    - Competence center model
    - Infrastructure, Standard Operating Procedures, Tooling, etc.
- The following aspects are transferred:
    - Expertise from external to internal
    - Products & Services from external to internal
- The following aspects are replicated:
    - Resources
    - Capacity
    - Similar Product & Services
- The following aspects are specialized:
    - Capability & competences
    - Product & Services development

The main deliverables are:

- Presentations, methods and means
- Training & Coaching
- Resourcing and recruitment

- Training and extended product & services catalogue

7.4.5 Integrate

In the ‘Integrate’ phase the organization has achieved a competence level that enables the iBPMS competence center to transfer responsibility to the standing organization.

The competence center goes from an advisory role (already started in the previous phase) toward a position of expert group. Based on an assessment of the achieved objectives a plan will be set up to assimilate in the standing organization.

The ‘Integrate’ step leads to the following results.
Initiate:

- The following aspects are assessed:
    - Achievement of objectives
    - Implementation process
    - State of maturity
- The following aspects are defined:
    - Gaps
    - Approach, roadmap for integration

Execute:

- The following aspects are re-allocated/transferred:
    - Resources

    - Workplace & infrastructure
    - Mandate, ownership and budget
- The following aspects are reported:
    - Report process results, lessons learned and consolidated state
    - Discharge

The main deliverables are:

- Evaluation report
- Re-integration design
- Re-integration plan
- Evaluation report
- Announcement

The steps correspond also with the phases of system development as supported by the applied methodology and the ‘Grow live’ approach.

7.5 SYNCHRONIZING WITH SYSTEM DEVELOPMENT PATH

As we have seen the development of the iBPMS competence center is divided in five steps.

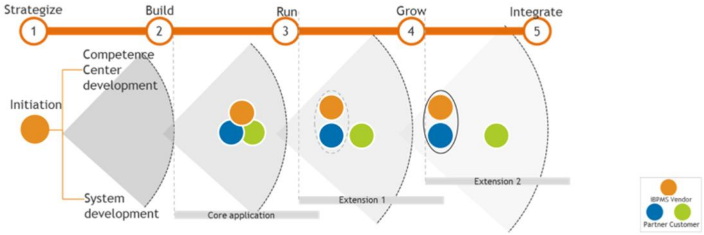


Figure 34 : Synchronized development paths

These steps correspond with the lifecycle of the competence center and an often applied methodology for developing applications. ‘Grow live’ is an approach for staged delivery and continuous improvement.

First, the core application is developed in an iterative way. Based on this foundation, an organization can start to develop various implementation streams. These streams can run sequential or in parallel, depending on the specific situation.

The colored circles visualize how the organization moves from a guided to a shared and self-supporting phase. The assistance of the iBPMS vendor or its partners is in the end only needed for specific activities, like training in new product releases or periodic audit and QA support.

8 HOW CAN SUPPLIERS SUPPORT YOU?

8.1 INTRODUCTION

The vendors and their implementation partners can assist organizations in building their own iBPMS competence center. Their Professional Services units possess most likely all the expertise that is needed to do so. In this chapter we briefly describe the scope of the support and the guiding principles.

8.2 SUPPORT SCOPE

The scope of vendor and partner support for competence centers is restricted to the activities of choosing, fusing and using the iBPMS (unless these suppliers are generic system integrators of course). Their primary focus is on using the suite and supporting the intersected areas.

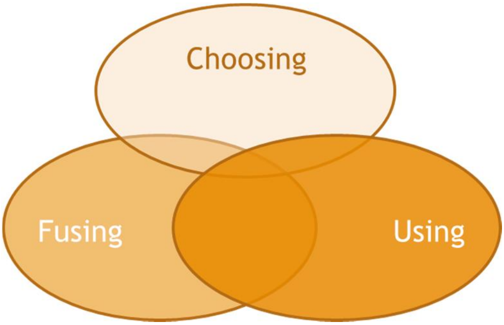


Figure 35 : Scope of the supported areas

Choosing refers to activities like selecting tools and components of the iBPMS and addressing organizational change challenges in the transitioning from old to new.

Fusing refers to activities like integrating iBPMS with the organizational and IT infrastructure. *Using* refers to activities like supplying and contracting services, maintaining system performance, monitoring and initiating improvements.

The white spaces in the previous image indicate that other expertise areas exist, like support for organizational transformation or innovation of the IT infrastructure. These services should be obtained from own suppliers or vendor partners if they provide these services as part of their portfolio.

Suppliers often offer not only support in setting up and running an iBPMS competence center, but also in developing applications based on their suite.

8.3 SUPPORT OPTIONS

The support from suppliers for setting up an iBPMS competence center can be divided in five aspects:

- Means
- Methods
- Training
- Consultancy
- Evaluation

Means refer to the iBPMS and applications that are built on this suite. *Methods* refer to the vendor's requirements analysis and development methodology, methods related to maintenance, roles and processes in the integrated value chain, meta-structures and best practices. *Training* refers to the curriculum of training courses and the certification program, which is offered by the vendor or his training facilitator. *Consultancy* refers to analyzing, advising and coaching activities. *Evaluation* refers to QA, assessment and auditing activities.

These aspects can be translated in a set of products and services. Most of them are also listed as products and services of the iBPMS competence center since the center uses these products in one way or another as parts of its supporting activities

8.4 LEADING PRINCIPLES

A supplier may offer a products and services catalogue with generic elements that are essential for benefiting the most from his iBPMS. Our leading principles however are ‘Unity in Diversity’ and “Serving Self-sufficiency”.

We respect that every local situation is different. The vendor should be open to discuss specific needs and to advice on the best way to proceed in these cases. He should respect that every organization has its own culture and ways of doing things. He should acknowledge also that organizations have their own internal or external parties to perform certain tasks.

With “Serving Self-sufficiency” we mean that the vendor is committed to support customers in such a way that they are able to be self-supporting as soon as possible. The iBPMS competence center is an important means to make this possible.

APPENDICES

APPENDIX A : VALUE CHAIN FUNCTIONS

In the following section we focus on functions in the provisioning value chain.

The functions that are facilitated or orchestrated by the iBPMS competence center can be divided into three groups.

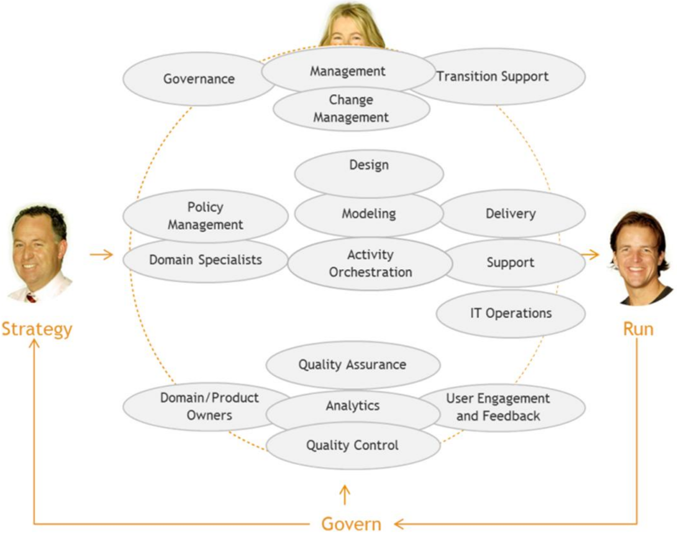


Figure 36 : Overview of supported value chain functions

The top group of functions deals with governance, management, change management and transition support aspects. The middle group consists of functions related to policy definition, architecture and modeling, application development, activity orchestration, delivery and support. The third group covers functions that deal with use, quality, improvement and ownership.

The functions cover both Business and IT functions. The following section provides a comprehensive description of the functions.

GOVERNANCE

Governance ensures that the integrated value chain delivers best value to its customers in line with the organization's strategic objectives.

A Governance Group:

- provides direction, guidance and takes decisions to ensure sustainability of the organization's strategic objectives;
- consists of a group of strategic stakeholders;
- has a special focus on business-IT alignment;
- meets regularly to check that the integrated value chain is offering the right mix of services and capabilities;
- checks that those services and capabilities are being accessed and used in the most effective ways;
- implements the design of strategic objectives in the developed or to be developed iBPMS based applications.

MANAGEMENT

Management is responsible for setting up and leading the integrated value chain. The central management principle is process management across divisional and other borders. Close cooperation with iBPMS competence center Management is required as well as integration of the value chain management in the total management portfolio of the organization.

Management:

- has the authority and budget to initiate activities and commit resources and to set and monitor the priority of integration activities;
- is committed to continuous improvement;
- monitors value chain performance;
- reports progress on a regular base in multiple ways to inform all stakeholders;
- has a special commitment to realize sustainable business-IT alignment.

TRANSITION SUPPORT

Transition Support supports the organization - and the competence center management - in leveraging the transition from the old to the new situation. Transition support needs to understand the impact of an IBPMS based implementation to infuse its major transition program with the therefore needed ingredients.

Transition Support:

- is focused on informational and behavioral aspects;
- aims to communicate, consult and commit;
- enforces beliefs and values leading to attitudes like commitment to business value, team work, responsiveness.

Leading principle is self-discovery by training, lab experiments, workplace supported collaboration, visual communication.

CHANGE MANAGEMENT

Change Management is the responsibility of a Change Board. The Change Board is an authoritative and representative group of people who are responsible for assessing, from both a business and a technical viewpoint, all high impact Requests for Change.

High impact changes are changes that fall outside the standing order process for regular updates and outside authorized quick fixes.

The Change Board approves requested changes and decides on the prioritization of changes.

The Change Board is an integral part of a defined change management process designed to balance the need for change with the need to minimize inherent risks. The Change Board offers multiple perspectives necessary to ensure proper decision making.

DESIGN

High level design is the responsibility of the Design Authority. The Design Authority is the leading authority for iBPMS based application design and its interfaces with the environment.

The Design Authority is responsible for:

- direction setting and decision making on architectural issues and enterprise architecture alignment;

- coherence within the iBPMS design and with the business and IT environment.

The authority acts as advisor in the change management process. The Design Authority reports directly to the competence center manager.

POLICY MANAGEMENT

Policy Management defines the organizational policies and manages the sources on which policies are based.

Policy Management:

- structures policies and regulations and is the owner of policy models and taxonomies;
- scans triggers for possible change and analyzes their impact;
- creates and validates scenarios and simulations;
- consults domain specialists on issues and impact assessments;
- is responsible for timely and accurate provision of input to the modeling activity.

DOMAIN SPECIALISTS

Domain Specialists provide input and advice to Policy Management about policy related aspects.

Domain Specialists can be engaged in policy analysis and validation, scenario building, test cases and simulations. They cooperate in the impact analysis process.

Domain Specialists advise on the construction of taxonomies and vocabularies.

External specialists may also be consulted as domain specialist.

MODELING

Modeling creates and tests models and configures their behavior.

Modeling is responsible for:

- development within the guidelines of the Design Authority;
- testing, documentation and handover to delivery;
- configuration and testing of behavior in collaboration with IT.

Modeling supports two streams: a project stream and a standing order stream. Both are based on task assignment and planning.

Modeling is based on the input of Policy Management and the change management process. Modeling receives its work orders via the Activity Orchestration Office.

ACTIVITY ORCHESTRATION

The Activity Orchestration Office is the coordinator and director for the end-to-end process of creating, changing, managing and delivering iBPMS components and releases.

The office ensures continuity, integrity, actuality and coherence of all application elements. The office acts as the swivel and linking pin in the change management and production process.

The Activity Orchestration Office is responsible for user support and training alignment. The office covers main aspects of functional and technical application management.

DELIVERY

Delivery delivers tested and validated components to the end-user organization.

Delivery is responsible for release coordination, readiness orientation and delivery issues. Readiness orientation implies pro-active analysis whether all parts at the demand side are in place and shape in time.

Delivery is completed if the end-user organization has accepted the delivery. This is usually done after integrated testing of all components and intermediary products. The delivery coordinator is either mandated by the Activity Orchestration Office or is a part of the office.

SUPPORT

The Support ‘group’ is the first line support for end users.

Support is responsible for collecting and diagnosing user issues, fixing or forwarding and following up issue resolution. Support creates and maintains user documentation and provides information to the end-user community about new features and solutions.

Support trains end users and organizes iBPMS and application related trainings.

Support closely cooperates with IT Operations and with the delivery coordinator.

Change requests resulting from issue diagnosis are forwarded to Activity Orchestration Office.

IT OPERATIONS

IT Operations is responsible for designing, deploying and managing the Development, Test, Acceptance and Production systems and infrastructure. IT Operations is also responsible for keeping the applications and tooling functioning successfully on the infrastructure.

IT Operations supports the day to day operations, monitors system performance and manages IT-related incidents. IT Operations maintains a knowledge base that provides insight in configuration items, their internal relationship and the relationship with business goals and application functions.

IT Operations coordinates and manages service level agreements with sourcing parties and monitors the performance.

QUALITY ASSURANCE

Quality Assurance is responsible for continuously enhancing and improving the quality and compliance of product and process in the integrated value chain.

Quality Assurance focusses on "Fit for purpose", the product should be suitable for the intended purpose; and "Right first time", mistakes should be eliminated.

Suitable Quality is determined by product users, clients or customers of the organization.

User feedback is channeled through Quality Assurance.

Quality Assurance may perform or commit quality audits, report the results and propose improvements.

DOMAIN/PRODUCT OWNERS

Domain/Product owners are stakeholders who are responsible for a specific product, product group or domain.

Domain/Product owners are in their capacity involved in the visioning, development, implementation and operation process. Domain/Product owners provide requirements and experience based insights, metrics and quality parameters. Domain/Product owners are consulted in the change process and may initiate change requests.

Domain/Product owners validate domain/product models. Domain/Product owners have access to reports and dashboards.

USER ENGAGEMENT AND FEEDBACK

User engagement is stimulated by organizing a user group. The User Group acts the linking pin between end-users and the competence center.

The group acts as feedback group during development, implementation and operation. The group represents the interests of end users.

Super users, who also may be involved in testing, are member of the group and help to bridge conceptual and other differences.

The User Group may evolve from a representative body for end users to a forum where developers, modelers and others interested in the iBPMS software meet and discuss innovation options.

ANALYTICS

Analytics is responsible for continuous iterative exploration and investigation of past business performance and analysis of relevant environmental trends in order to improve business performance.

Analytics collects and analyses data, creates scenarios and provides opinions about their applicability and outcome. Analytics makes extensive use of data, statistical and quantitative analysis, explanatory and predictive modeling and fact-based management to drive decision making.

Analytics provides input to the strategic level and to the policy level for risk analysis and fact based decision making

QUALITY CONTROL

Quality Control collects, monitors and pre-processes data streams about organizational and system performance and process output (note: not outcome, which is the responsibility of Quality Assurance).

Quality Control monitors whether all key metrics and performance indicators are met and informs the designated team/person in case of deviation.

The function can be performed manually, fully automated or in a hybrid way, depending on the specific situation and level of automation. Organizational setting is dependent on the local situation.

APPENDIX B : PRODUCTS AND SERVICES

The following catalogue of Products and Services offers a short summary of products and services that can be offered by the iBPMS competence center. They are ordered by product type. It should not be regarded as a mandatory, but as an optional list of products and services. The catalogue can be used to select products that are beneficial for iBPMS based activities in the specific organizational context of the client. The reader should also be aware of the fact that the list, as well as the breadth and depth of its components, is subject to changes dependent on the evolution of insights and technology.

APPROACH : CHANGE MANAGEMENT

Contains support for change management via a mix of best practices, lessons learned, frequently asked questions and tips. Takes into account the various paces of change and levels of change. Can be accompanied by advice.

APPROACH : CONTINUOUS IMPROVEMENT

Contains support for continuous improvement via a mix of best practices, lessons learned, frequently asked questions and tips. Takes into account the various channels and levels for feedback, analysis and relation to the change management process. Can be accompanied by advice.

APPROACH : DELIVERY READINESS

Contains support for delivery readiness via a mix of best practices, lessons learned, frequently asked questions and tips. Takes into account the smoothening of the process between application delivery and making it a part of the running operations. Can be accompanied by advice.

APPROACH : DISCOVERY

Contains support for discovery via a mix of best practices, lessons learned, frequently asked questions and tips. Takes into account that continuous updating and improvement requires a stable and trustworthy process of observation and analysis of internal and external triggers for legislative or strategic change. Can be accompanied by advice.

APPROACH : DTAP

Contains support for setting up a Development, Test, Acceptance and Production environment via a mix of best practices, lessons learned, frequently asked questions and tips. Takes into account the consequences of a ‘Grow live’ approach. Can be accompanied by advice.

APPROACH : GOVERNANCE

Contains support for establishing governance via a mix of best practices, lessons learned, frequently asked questions and tips. Fits within an actionable governance vision. Takes into account the use of workplaces and knowledge bases. Can be accompanied by advice.

APPROACH : IMPACT ANALYSIS

Contains support for setting up an impact analysis process via a mix of best practices, lessons learned, frequently asked questions and tips. Takes into account the support options of the iBPMS platform, the use of the Discovery Center and aspects like collecting and maintaining source data. Can be accompanied by advice.

APPROACH : TESTING

Contains support for setting up a testing process via a mix of best practices, lessons learned, frequently asked questions and tips. Takes into account the impact of incremental development and the support options of iBPMS platform. Can be accompanied by advice.

APPROACH : USER ENGAGEMENT

Contains support for setting up user engagement via a mix of best practices, lessons learned, frequently asked questions and tips. Takes into account the organization wide practices for support leverage. Can be accompanied by advice.

ASSESSMENT : BUSINESS MATURITY

Business Maturity Assessment assesses the maturity state for implementation & operation and clarifies the transition impact, needs and priorities. Assessment is done by a combination of desk research, interviews and workshops.

The six critical enablers act as a connecting thread to assess overall status. These enablers are: Business Goal alignment, Governance, Methods, Means, People and Culture.

For organizational wide transformation aspects will the assessment team contact the by the organization designated party for this domain.

BESPOKE OR STANDARD DEVELOPMENT METHODOLOGYD

The iBPMS vendor or its partner will have an own or a standard development methodology for the realization of customer solutions with the iBPMS platform. Preferably the methodology can be used for single solutions as well as for enterprise-wide infrastructures and can be trimmed for large and small scale usage.

The methodology should be complementary to the clients own standard methodology. The difference is that the method's content will be strongly focused on knowledge specific topics. It describes the implementation aspects of the iBPMS, while recognizing that other aspects such as process, organization and culture are crucial too. The methodology should also be complementary to various well-known development, compliance and architecture frameworks, including ITIL, Cobit, Prince II, RUP, TOGAF, Zachman, SCRUM, Cogniam, DEMO and Pronto.

Any iBPMS implementation should follow the same process, consisting of smoothed, standardized paths with known activities and deliverables.

But there are also events that can't be tamed by a merely routine approach. They require creativity and exploring alternatives off the beaten tracks.

There are also new insights and new opportunities as well as challenges we have to tackle when they emerge. The development methodology should also provide a framework and navigation aids for these discovery trips.

BUSINESS MOTIVATION MODEL

The Business Motivation Model is laid own in a specification of OMG (The Object Management Group, Inc.). It offers the bridge between strategy and operation. The Business Motivation Model provides a scheme or structure for developing, communicating, and managing business plans in an organized manner. Specifically, the Business Motivation Model does all of the following:

- Identifies factors that motivate the establishing of business plans.
- Identifies and defines the elements of business plans.
- Indicates how all these factors and elements inter-relate.

Among these elements are those that provide governance for and guidance to the business — Business Policies and Business Rules. The structure of the BMM provides the basis for logical design of easily-constructed tools for storing, cross-referencing, and reporting the elements of business plans for business enterprises.

The Business Motivation Model contains:

- A set of built-in concepts that define the elements of business plans. They are associated in a structure that is methodology-neutral; it will support a range of approaches for creating and maintaining a Business Motivation Model for an enterprise, and is particularly strong in support of processes that are driven by business change.

- Roles in the structure for three essential concepts: Business Process, Business Rule, and Organization Unit.

The iBPMS may offer a Business Motivation Model application to record the essential data. This offers the opportunity to link goals and means to a reporting structure. It makes it possible to document how the envisioned business value is planned to be achieved and what the real outcome is. The model structure is connected to the high level business requirements specification in the Bespoke development methodology.

COMMUNICATION PLAN

Communication is an essential ingredient in every transition and alignment process. The communication plan will define goals, objectives, scope, governance, deliverables etcetera. Task of the competence center is to assure that iBPMS related aspects are well covered. It will provide input and assist in the execution.

CONSULTANCY : BUSINESS GOAL ALIGNMENT ASPECTS

Consultancy related to business goal alignment aspects. Business goal alignment implies that all efforts should be directed toward strategic goals.

CONSULTANCY : CULTURE ASPECTS

Consultancy services for culture related matters e.g. required attitudes, level of competence related to culture aspects. Culture refers to beliefs and values, leading to attitudes like commitment to business value, team work and responsiveness. These are all essential ingredients for transition leverage.

CONSULTANCY : GOVERNANCE ASPECTS

Consultancy related to governance aspects. Governance implies that essential aspects are in place like transparent decision making, KPI’s, accountability and business/IT-alignment. The competence center can advise on procedures and means to improve governance.

CONSULTANCY : MEANS

Consultancy related to means aspects. Means refers to the technical and organizational means. Examples are: iBPMS software, tooling like a workplace and knowledge base and aspects like information sharing, establishing a metrics system, and having support lines.

CONSULTANCY : METHODS

Consultancy related to methods aspects. Methods refers to need for a structured approach, standards, techniques, patterns, schemata and templates. These are essential to enable coherence and consistency, improve efficiency and retain maintainability.

CONSULTANCY : PEOPLE ASPECTS

Consultancy to people related aspects. People are essential for success. Ownership and responsibility must be in place, trained and skilled people must be available and operational knowledge applied and re-used.

DESIGN AUTHORITY

The Design Authority is the authority that is responsible for the architectural design of the solutions that are created with the iBPMS Platform. The authority acts as a design office that guards the design quality, consistency and coherence of applications and the relationship with the enterprise architecture as well.

The design authority stands outside and above an implementation project to guarantee overall quality.

DISCOVERY CENTER

A Discovery Center is the realization of the chosen Discovery Center Model (see next product). The center has to be built, organized, operated and managed.

DISCOVERY CENTER MODEL

The Discovery Center model elaborates the concept of setting up a Discovery Center as means for leveraging the transition from the old to the new situation.

The center acts as:

- Meeting place between organization and competence center members
- Information desk on progress and status of project implementations
- Visualization of the ‘to be’ situation
- Space for learning and experimenting
- Collaboration room for scenario analysis and simulation

- Feedback channel
- Consultation and discussion room for getting the best business value out of the platform
- Show case of similar solutions
- Show case of new product features

Leading principle is ‘self-discovery’ by seeing, testing, experiencing and discussing. Using the Discovery Center should be an essential part of the communication and transition plans.

EVALUATION : AUDIT

Audit refers to auditing activities that are related to iBPMS implementation, use and maintenance. Topics of auditing interest may vary from competence related aspects, to performance or achievement of business value objectives aspects.

EVALUATION : QUALITY ASSURANCE

Quality Assurance as evaluation activity refers to ‘outside in’ QA-activities by the competence center or an external party in addition to the standard operational QA-process. It provides an unbiased opinion on the actual quality level.

GUIDELINES : DESIGN

Design guidelines are guidelines that are based on the standard iBPMS best practices and are translated to the customer’s specific domain.

GUIDELINES : MODELING GUIDELINES

Modeling guidelines are guidelines that are based on the standard iBPMS modeling best practices and are translated to the customer’s specific domain matter and tasks.

iBPMS INSIGHT

iBPMS Insight refers to the online service of an iBPMS vendor or partner that provides the functional and technical documentation of the iBPMS platform. It can also provide solutions, best practices, standard components etcetera.

KNOWLEDGE BASE : APPLICATION PORTFOLIO

The Knowledge Base Application Portfolio provides insight in and overview of all iBPMS based applications. The Knowledge Base enables dependency management.

The Knowledge Base integrates all models and applications and is a means to assess the impact of changes in applications. The Knowledge Base acts as a means for documentation and consultation also.

KNOWLEDGE BASE : ASSET PORTFOLIO

The Knowledge Base Asset Portfolio provides insight on and overview of all IT-related components (systems, software, infrastructure) that have an impact on or can be impacted by the implemented iBPMS based application. The Knowledge Base enables dependency management.

The Knowledge Base is a means to assess the impact of changes in the IT-landscape or in the application landscape.

The Knowledge Base acts also as a means for documentation and consultation.

KNOWLEDGE BASE : VALUE CHAIN

The Knowledge Base Value Chain provides insight in and overview of all information, organization and process related elements of the integrated value chain. The Knowledge Base enables dependency management.

The Knowledge Base is a means to assess the impact of changes in the value chain. The Knowledge Base acts also as a means for documentation and consultation.

META-MODEL : ASSET MANAGEMENT

The meta-model asset management provides the generic structure for building and supporting an asset portfolio. It offers an integrated view of infrastructure, systems, applications and their relation with business objectives.

META-MODEL : COMPLIANCE CONTROLS

The meta-model of compliance controls provides the generic structure for supporting governance, risk and compliance. It offers an integrated view of regulations, business objectives, risk impact and risk probability and their relation with controls, as well as the relation between controls and the operation (products, services etc.).

META-MODEL : LEGISLATION

The meta-model of legislation provides the generic structure of legislation and policy. It offers a structure of legislative constellations, regulations, policies and patterns.

Using standardized meta-models enables the iBPMS competence center to illustrate what e.g. the impact on the work of a policy analyst will be and to advice how to implement this way of working.

META-REPOSITORY MANAGEMENT

Model based applications use a repository in which models are stored. The repository contains all versions of models and releases. It also contains the data from the various implementation streams in project folders.

The iBPMS competence center acts as repository owner. Changes in structure, meta-models, release packages etcetera require the authorization of the competence center.

Data stewardship is either delegated or also part of the competence centers responsibility.

ORGANIZATIONAL HUMAN CAPITAL MODEL

The organizational Human Capital approach with a structure of function profiles and required competences. The profiles describe roles that are common in iBPMS projects. Part of these roles is also applicable for the iBPMS competence center.

POLICY MAKING EDITOR

Policy makers are often more geared to use standard Office software instead of modeling tools. The policy editor helps to structure input in such a way that it can be easily converted into e.g. a graphical model.

RACI TEMPLATES

A RACI-template is a standard template for filling in the roles and responsibilities. The template can be used for the competence center itself and for its supportive activities.

RACI stands for:

- *Responsible*: The person who does the work to achieve the task. They have responsibility for getting the work done or decision made. As a rule this is one person; examples might be a business analyst, application developer or technical architect.
- *Accountable*: The person who is accountable for the correct and thorough completion of the task. This must be one person and is often the project executive or project sponsor. This is the role that responsible is accountable to and approves their work.
- *Consulted*: The people who provide information for the project and with whom there is two-way communication. This is usually several people, often subject matter experts.
- *Informed*: The people who are kept informed about progress and with whom there is one-way communication. These are people that are affected by the outcome of the tasks so need to be kept up-to-date.

REFERENCE SHEETS

Reference sheets present in a comprised way the essence of a given subject. They allow quick access to essential information about given subjects, sometimes compiled as topical collections, and sometimes as general overview.

RELEASE MANAGEMENT PROCESS

Release management is an essential part of the integrated value chain. An overall description of the process is supplied, including the use of the Workplace and the Repository server.

ROLE, RESPONSIBILITY & COMPETENCE DESCRIPTION

Descriptions of roles, responsibilities and competences are available for all activities that are directly related to the use of the iBPMS platform. These descriptions can be integrated in the organizational human capital model and the RACI sheets.

STANDARD TAXONOMIES

There are in the market several standard taxonomies and vocabularies available that can be obtained and used. Some examples are: country names, chemical substances, material codes or food categories. It makes good sense to consider the ‘make or buy’ option, since maintenance of such lists is an extra activity that has to be brought into the process.

SUPPORT DESK (SECOND LINE SUPPORT)

The iBPMS competence center acts as second line Support Desk for iBPMS related issues. The first line support is part of the operational process of the integrated value chain. Third line support is provided by the iBPMS vendor or one of its partners.

TRAINING : CATEGORY CONFIGURATION AND INTEGRATION

Training is an important instrument in competence development and keeping competences up to date. Training is provided by the iBPMS vendor or a partner. This category of training provides in depth IT-related knowledge and skill to configure iBPMS components to, and integrated with other IT platforms.

TRAINING : CATEGORY DESIGN AND MODELING

This category of training is targeted to business people (e.g. business analysts, architects) who will be responsible for designing, modeling and maintaining the knowledge models. Different levels of training courses are available to address different seniority levels.

TRAINING : CATEGORY END-USERS

This category of training is targeted to end-users to make them familiar with the delivered application. In principle these training courses are delivered by the implementation project. The vendor, a partner or the competence center may assist in developing and/or accommodating the training.

TRAINING : CATEGORY POLICY MODELING & ANALYSIS

This category of training is targeted to the policy management function and domain specialists. It teaches the students the approach and method to analyze, structure and model written sources (policies, legislation) with the iBPMS.

TRAINING : CATEGORY SUPPORT

This category of training is targeted to the support function. It teaches the general process for support (customer specific), and a mixture of iBPMS product expertise and application specific items, that may need attention in daily use.

TRAINING : CATEGORY VISION & PRINCIPLES

This category of training is primarily targeted to business management to explain the value of the iBPMS vision and principles for the organization.

VALUE CHAIN FUNCTIONS DESCRIPTION

Description of the roles, responsibilities and competences of the functions that are part of the integrated value chain. A subset of these descriptions is the collection of descriptions to be used in the Organizational Human Capital Model.

WORKPLACE : DEVELOPMENT MTHODOLOGY

The Development Methodology Workplace offers full functionality to manage complex system development and implementation projects. The workplace offers different perspectives, depending on the project and the user's preference.

WORKPLACE : COMPETENCE CENTER

The Competence Center Workplace is a collaborative environment that supports organizations in running a competence center.

The Competence Center Workplace:

- Supports the process of setting up and running a iBPMS competence center.
- Can be configured to support the main tasks and focus areas.
- Is a mean for governance, co-operation, consultation, co-ordination and communication.
- Offers multiple views to support the interests and needs of all stakeholders.
- Can be connected to other support facilities like project implementation workplaces.
- Can be created in incremental steps.

WORKPLACE : POLICY MAKING

The Policy Maker Workplace supports the collaborative process of policy and brings together all the actors, knowledge and process activities in a policy initiative into a single coherent case. This promotes collaboration in the case and an understanding of everything related to the case.

The Policy Maker Workplace supports the political and the production dimensions of the policy-making process and includes support for impact assessment.

REFERENCES

This paper is based on leanings from existing cases and best practices from the literature. A short list of the consulted literature contains at least the following titles.

1. Bill Hostmann, Frank Buytendijk a.o., Organising for Business Intelligence. Gartner, 2003.
2. Boris Otto and Jörg Wolter. Implementing SAP® Customer Competence Center. Bonn, Galileo Press.
3. Building the Business Intelligence Competency Centre. Hewlett-Packard Development Company, 2009.
4. Business Motivation Model. Object Management Group, 2014.
5. Business Process Management Competency Centre: An Approach. BreakThrough Consultancy Enterprises, 2012.
6. Connie Moore. The Process-Driven Business of 2020. Forrester Research, 2012.
7. David S. Alberts. Agility, Focus and Convergence: the future of Command and Control. International C2 Journal, 2007.
8. Delivering a Business Intelligence Competency Centre. Oracle.
9. Delivering BPM Excellence: Business Process Management in Practice. Future Strategies Inc., Book Division, 2012.
10. Establishing the office of Business Process Management. Leonard Consulting Publishing.

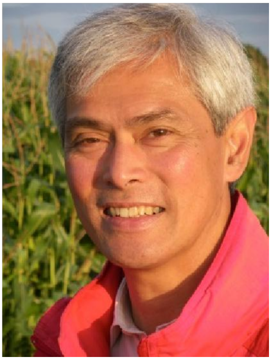
11. iBPMS Intelligent BPM systems: impact and opportunities. Future Strategies Inc., 2013.
12. Jacques S. Gansler and William Lucyshyn. Defense Business Transformation. Washington, The Center for Technology and National Security Policy National Defense University. 2009.
13. James Taylor. Business Process Management and Business Decision Management. BPM Institute org, 2014.
14. Janelle Hill and Derek Prior. Liberate your business process from ERP with BPM for agility. Gartner, 2013.
15. Jeroen van Grondelle and Geert Rensen. Towards Webscale Business Processes. Be Informed; 2013.
16. Jeroen van Grondelle. The unification of BPM approaches. Be Informed; 2013.
17. Jez Humble. DevOps Agile Release management. Melbourne, 2000.
18. Jim Sinur a.o. Magic Quadrant for intelligent Business Process Management Suites. Gartner, 2012.
19. Jim Sinur and W. Schulte. Selection criteria details for intelligent Business Process Management Suites. Gartner, 2011.
20. John Coyne and Thei Geurts. Playing Jazz in the GRC Club; the ‘Future Perfect’ of Governance, Risk and Compliance. Lulu, 2013.
21. John Gøtze. Coherency management.

22. Mathilde Bolhuis en Paul Keursten. Werken en groeien met Competence Centers. HRD Thema 3 (1), 1118-28, 2001.
23. Michele Cantara. Leverage Dynamic and Ad Hoc Processes Now. Gartner, 2013.
24. Michele Cantara a.o. Predicts 2014: Business Process Reinvention is vital to Digital Business Transformation. Gartner, 2013.
25. Michele Cantara a.o. Agenda over view for Business Process Management 2014. Gartner, 2014
26. Nassim Taleb. Antifragile: Things That Gain From Disorder, New York, Random House, 2012.
27. Nathaniel Palmer. Predicting the Customer Experience: a Convergence of Business Process, Decision Making, and Analytics. BPM.com, 2014.
28. Neil Ward-Dutton. BPM case study: Competency Centre in a large Swiss bank. MWD Advisors, 2010.
29. Neil Ward-Dutton a.o.. Strategic insight. The Digital Enterprise shift: Why it matters and how you can avoid being sidelined. MWD Advisors, 2013.
30. Neil Ward-Dutton. BPM technology review 2013: Assessment Framework. MWD Advisors, 2013.
31. Neil Ward-Dutton. What drives BPM technology requirements? MWD Advisors, 2013.
32. OASIS Transformational Governance Framework. OASIS, 2014.
33. Rob Davis. The Rise and (Deliberate) Fall of the BPM Competency Center. BPTrends, January 2011.

34. Setting up your own competency Center. New York, A-1Technology.
35. Simone Ruppertz-Rausch. Information Worker Competence Center - Achieving Business Success with your Collaboration Infrastructure. Microsoft Corporation, 2009.
36. Stephan Tobler. Set up of a business-driven BI Competency Center.
37. The Business Intelligence Competency Center: An Essential Business Strategy. Gartner Research.
38. Thei Geurts. Actionable governance capability. Slideshare, 2014.
39. Thei Geurts. Supporting the agile enterprise in a networked knowledge economy. KnowledgeBoard, 2006.
40. William Clark. Key-Issues for Context-Aware Computing. Gartner Research, 2011.

ABOUT THE AUTHORS

Thei Geurts elevates the support for knowledge workers in heavily regulated industries to a higher level. He helps organizations to close the gap between strategy and execution and realize an actionable regulatory and governance capability. As an innovative thought leader, business developer and consultant, he creates solutions that make knowledge and information more easily accessible, assessable and actionable. Thei has directed and initiated a wide range of innovative products and services in the public sector and industry. He also created a workplace for policy-makers to support policy making in the 21st century. Thei is the author of publications on knowledge productivity, policy-making and embracing complexity. Together with John Coyne he wrote a book about the future of Governance, Risk and Compliance.



Theo Tan has been fascinated by the ways individuals develop their knowledge and skills, and how organizations can benefit from this. From the early 90's he has been involved in and has conducted knowledge management and business improvement programs, predominantly at financial services and customers services companies. A distinctive feature of his work is the use of innovative techniques to capture and to model business knowledge, and to apply these in business processes. Currently, as a passionate lecturer, his mission is to leverage his expertise with students, and to assist them with their personal development.

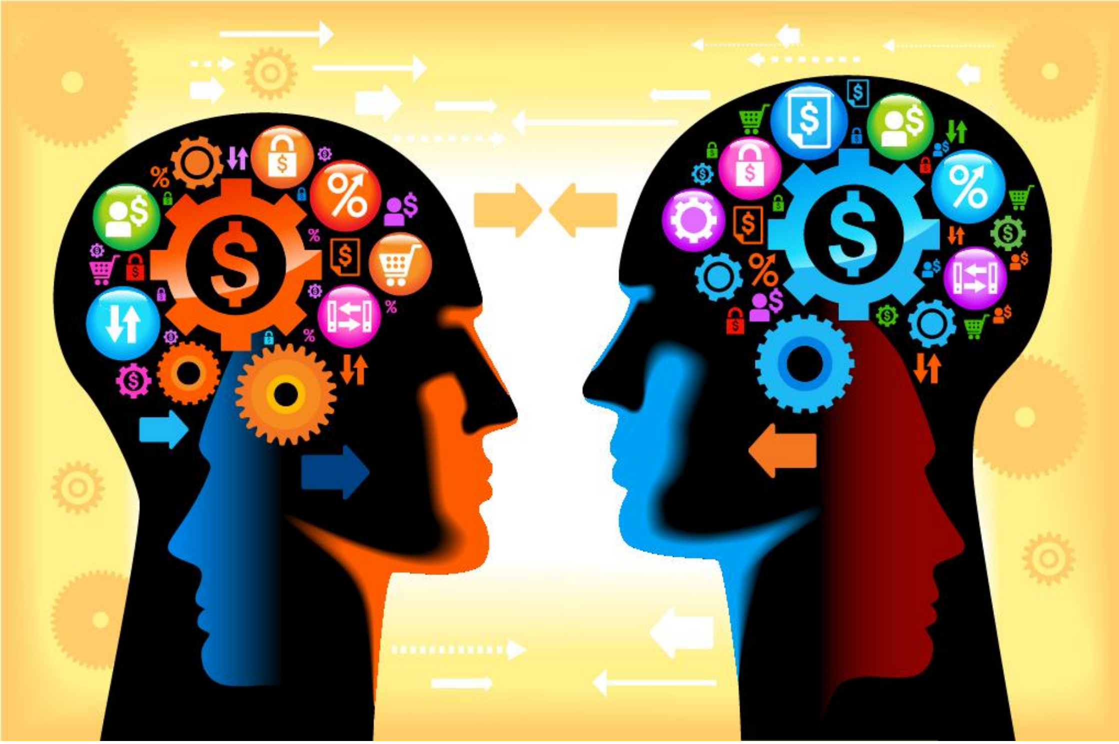
Organizations in the public and private sector face a shift to a new digital enterprise operating model. They choose to implement an intelligent Business Process Management Suite (iBPMS) to innovate and transform their business process.

Implementing an iBPMS is a tough challenge, especially in knowledge intensive and highly regulated sectors. However, it also brings the best and most sustainable benefits.

Establishing an iBPMS competence center is a means to ease and facilitate the transition path and to absorb the change that a new way of working and new technology brings.

The iBPMS competence center supports the implementation and use of software applications and solutions that are built on the products of an intelligent Business Process Management Suite.

The authors are both seasoned experts in the business, knowledge management and innovation domain. They offer a blueprint and roll out model for establishing an iBPMS competence center. They present strategic, tactical and operational viewpoints and provide practical insights based on lessons learned.



Copyright © 2014 by Thei Geurts and Theo Tan.
All rights reserved. Nothing in this publication may be duplicated, published or transmitted, using any means or in any form whatsoever, without the permission of the authors.
Distributed by Lulu.

ISBN 978-1-291-93507-3
90000